DOUBLE ISSUE

DEC. 28, 2015 / JAN. 4, 2016

The Year Ahead

TIME

Adele.

Page 118

time.com

TIME
VOL. 186, NO. 27–28 | 2015

The Year Ahead

POWER
Jeh Johnson, LGBT rights, El Niño, Paul Ryan, Nancy Pelosi *48*

SPORTS
Stephen Curry, Dave Roberts, the 2016 Summer Olympics *72*

INVENTION
Satya Nadella, Riccardo Tisci, NASA, Jennifer Doudna *96*

CULTURE
Adele, Gen Z, Elizabeth Strout, O.J. Simpson, *The X-Files* *118*

HEALTH
The latest science on what you should eat. A TIME primer *145*

Gymnast Sam Mikulak practices in the U.S. Olympic Training Center

On the cover:
Photograph by Erik Madigan Heck for TIME

6 | From the Publisher
9 | Conversation
14 | Verbatim

The Brief
News from the U.S. and around the world

17 | **Ted Cruz** steps up his ground game

21 | The **Arab Spring**'s fifth birthday

23 | Life as a **Muslim woman** in Virginia

25 | The Fed raises **interest rates**

26 | Does **your mood** affect your health?

30 | How to find a job **after you retire**

The View
Ideas, opinion, innovations

33 | Ian Bremmer on our **G-zero world**

36 | Five **guest commentaries**

45 | Joe Klein: Of **Dems and doves**

150 | **Anniversaries** we'll note in 2016

151 | **Joel Stein**'s 2016 predictions

152 | 2016 **news quiz**

Gillian Anderson, page 142

COVER PHOTO HAIR AND MAKEUP: MICHAEL ASHTON; GYMNAST: DAVID GUTTENFELDER FOR TIME; ANDERSON: FRED DUVAL—FILMMAGIC/GETTY IMAGES

TIME (ISSN 0040-781X) is published weekly, except for two combined issues in January and one combined issue in February, April, July, August, September and November by Time Inc. **PRINCIPAL OFFICE:** 225 Liberty Street, New York, NY 10281-1008. Periodicals postage paid at New York, NY and additional mailing offices. **POSTMASTER:** Send all UAA to CFS (See DMM 507.1.5.2); **Non-Postal and Military Facilities:** send address corrections to TIME Magazine, P.O. Box 62120, Tampa, FL 33662-2120. Canada Post Publications Mail Agreement No. 40110178. Return undeliverable Canadian addresses to: Postal Station A, P.O. Box 4322, Toronto, Ontario M5W 3G9. GST No. 888381621RT0001. © 2015 Time Inc. All rights reserved. Reproduction in whole or in part without written permission is prohibited. TIME and the Red Border Design are protected through trademark registration in the United States and in the foreign countries where TIME magazine circulates. U.S. Subscriptions: $49 for one year. **SUBSCRIBERS:** If the Postal Service alerts us that your magazine is undeliverable, we have no further obligation unless we receive a corrected address within two years. Your bank may provide updates to the card information we have on file. You may opt out of this service at any time. **CUSTOMER SERVICE AND SUBSCRIPTIONS:** For 24/7 service, visit ***time.com/customerservice.*** You can also call 1-800-843-TIME; write to TIME, P.O. Box 62120, Tampa, FL, 33662-2120; or email ***privacy@time.customersvc.com.*** **MAILING LIST:** We make a portion of our mailing list available to reputable firms. If you would prefer that we not include your name, please call or write us. **PRINTED IN THE U.S.** ◆◆◆◆◆◆◆

REDUCING TRAFFIC. MOVING LIVES FORWARD.

Panama City's growth has been fast, but success has made commutes slow. To alleviate congestion, the Government of Panama made building a mass transit system a priority. Citi, with a history in the country dating back to funding the Panama Canal, worked with government leaders to arrange financing for the Panama Metro project. The end result: Better access to jobs and healthcare services, as well as reduced greenhouse gas emissions.

For over 200 years, Citi's job has been to believe in people and help make their ideas a reality.

citi.com/progress

citi®
The World's Citi℠

© 2015 Citibank N.A. Member FDIC. Equal Opportunity Lender. Citi and Citi with Arc Design are registered service marks of Citigroup Inc. The World's Citi is a service mark of Citigroup Inc.

An exciting time to lead TIME

IT'S BEEN ALMOST A YEAR SINCE I HAD THE good fortune of taking the mantle of publisher at TIME, and I can think of no greater thrill than leading TIME's sales and marketing organization while working alongside editor Nancy Gibbs and her world-class team of journalists. I am proud to report that it's been an exceptional year for TIME. We've seen significant revenue growth across all of our platforms, from digital and video to print and live events.

Ambitious multimedia programs such as "A Year in Space," "Question Everything" and TIME Labs, our new home for data-driven storytelling, fueled new journalistic enterprises as well as commercial success.

Our advertising partnerships matter, because what we endeavor to do at TIME is neither small nor easy; as Nancy once explained, "We ask sharp questions, tell hard truths, go where others can't and turn a light on the people whose influence you feel even if you've never heard their names." To give you an example, in the past year alone, TIME assigned more than 100 photographers to cover stories across five continents.

This kind of storytelling simply cannot be done without the support of our partners. Thank you for your business. We are grateful for the trust you place in TIME. You make so much of this possible.

'This kind of storytelling simply cannot be done without the support of our partners. Thank you for your business.'

In the year ahead, look for TIME to play even more ambitiously, and look to find us in places that perhaps you wouldn't expect. We are unveiling the 100 Most Influential Photographs of All Time in June, presented through an immersive, video-driven digital gallery and live events. It's a fascinating time to be in the media and journalism business, in part because so much is changing so quickly. But at TIME, what will always remain is trust, credibility, access and the unique ability to convene the voices that command our attention and fascination.

Happy New Year. And thanks for making time for TIME.

Meredith Long, PUBLISHER

THE SALES TEAM

PUBLISHER Meredith Long

ASSOCIATE PUBLISHER Jorg Stratmann **VICE PRESIDENT, GENERAL MANAGER, DIGITAL** Kurt Fulepp **SENIOR VICE PRESIDENTS, CONSUMER MARKETING AND REVENUE** Jeff Blatt, Stephen Selwood **SENIOR VICE PRESIDENT, COMMUNICATIONS** Daniel Kile **VICE PRESIDENT, COMMUNICATIONS** Kerri Chyka **VICE PRESIDENTS, FINANCE** Maria Beckett, Wajeeha Ahmed **VICE PRESIDENT, LIVE MEDIA** Lisa Cline **VICE PRESIDENT, CONSUMER MARKETING AND REVENUE** Lydia Morris **VICE PRESIDENT, OPERATIONS** Robert Kanell **VICE PRESIDENT, MARKETING** Eric Wilson **VICE PRESIDENT, DEPUTY GENERAL COUNSEL** Steven Weissman **VICE PRESIDENT, HUMAN RESOURCES** Roxanne Flores

ADVERTISING SALES Atlanta Jennifer Werner **Boston** Brian Shepherd **Chicago** Jacie Brandes (Director); Kala Ingardona, Leah Root **Detroit** Laura Regalado, Kelly Wood **Los Angeles** Farhad Fozounmayeh (Director); Drew Pederson **New York** Jody Reiss (Director); Will Cusack, Elisabeth Hatab-Schaefer, Dana Mateshic, Hannah Showak, Leah Rolef Weinberg **San Francisco** Sarah Casnocha
LIVE MEDIA Delwyn Gray (Senior Executive Producer); Kristen Leoce (Executive Director); Jennifer Current, Janine Lind, Megan Marcel, Katherine McDonnell, Katie O'Connell, Virginia Slattery
TIME.com Parinda Muley (Director, Business Development); Lisa Horstmann (Client Services Director); Mark Marvel (Director, Video and Mobile Strategy); Sharon Denning, Tim Kolenda, Thomas Martyn, Aleks Mielczarek, Brittany Quon, Seth Roberts

MARKETING Matt Gallagher, Alysha Youille (Directors); Mary Kate Burns, Jamie Golob, Jamie Hargraves, Hannah Hashmi, Erica Rancatore
CREATIVE SERVICES Paton Roth, Doug Knapton, Maryellis Bunn
CUSTOM CONTENT Will Roth (Director, Brand Innovation); Joshua David Stein (Director, Branded Content)
CONSUMER INSIGHT Joel Kaji (Senior Director); Rachel Lazarus (Manager)
CONSUMER MARKETING AND REVENUE Eunice Chi (Director); Laura Applestein, Marissa Englander, Randi Erber, Anisa Hodelin, Andrejs Lazda, Nicole Padovano
FINANCE Wynne Wong (Executive Director); Arbena Bal, Rosemary Garcia (Associate Directors); Paula Esposito, Catherine Keenan, Daniel Seon, Dan Torockio (Managers); Jessica Piro, Paul Yoo (Analysts)

COMMUNICATIONS Erin Madigan White (Director); Ashlee Calame (Associate Director); Kelsey Rohwer (Manager); Raina Dembner (Publicist); Hailey Murphy (Coordinator)
TIME FOR KIDS Jill Musguire (Director); Shari Diamond, Britta Lampeter
ADMINISTRATION Atlanta Wendy Williams **Boston** Caitlin Travers **Chicago** Monica Weiss **Detroit** Amy Simers **Los Angeles** Ani Barsamian **New York** Desiree Johnson, Sarah McAvoy, Christine Rubenstein **San Francisco** Denise Villarreal **Washington** Vornida Seng
TIME INC. RETAIL SALES AND MARKETING Eric Szegda (Vice President); Amy Mandelbaum (Director); Melanie Piselli (Brand Manager); Josh Lewis (Assistant Brand Manager)

TIME INC.
EXECUTIVE VICE PRESIDENTS Jeff Bairstow, Rich Battista, Lynne Biggar, Colin Bodell, Greg Giangrande, Lawrence A. Jacobs, Eric Moreno, Evelyn Webster
TIME INC. MEDIA GROUP Mark Ford (Executive Vice President, Global Advertising Sales); Andy Blau (Senior Vice President, Advertising Sales and Marketing—Finance); Mark Ellis (Senior Vice President, Sales); Matt Bean (Senior Vice President, Editorial Innovation); Lauren Newman (Vice President, Sales); Dan Realson (Vice President, Digital); Cara Deoul Perl (Vice President, Creative Director); Steve Cambron (Vice President, Marketing Ad Solutions); Christine Woo (Vice President, Strategic Client Solutions); Lori Dente (Vice President, Finance); Caryn Klein (Vice President, Business Research and Insights); Nancy Mynio (Vice President, Digital Ad Operations); Kavata Mbondo (Vice President, Yield and Programmatic); Lori Kaplan (Executive Office Manager)
VIDEO J.R. McCabe (Senior Vice President) **CONSUMER INSIGHT** Barry Martin (Vice President)
TECHNOLOGY AND PRODUCT ENGINEERING Colin Bodell (CTO); Alam Ali, Linda Apsley, Adam Days, Robert Duffy, Amanda Hanes, Hugues Hervouet, Simon Loxham, Leon Misiukiewicz, Keith O'Sullivan, Ben Ramadan, Ashis Roy, Eric Schoonover, Vita Sheehy, Jimmie Tomei (Vice Presidents)

KAT TUOHY

Just because you don't see it, doesn't mean it isn't there.

Introducing the newly redesigned Volkswagen Passat with Blind Spot Monitor, one of seven available Driver Assistance features.* Passat. Where family happens.

2016 IIHS TOP SAFETY PICK+

When equipped with optional Front Assist

vw.com

Simulated image. *Driver Assistance features are not substitutes for attentive driving. See Owner's Manual for further details and important limitations. For more information, visit www.iihs.org. ©2016 Volkswagen of America, Inc.

IF YOU ASK ME, GOOD DRIVERS SHOULD BE REWARDED – THAT'S WHY WE CREATED SNAPSHOT.

Plug it in your car, and see if your good driving could help you save big with Progressive. We'll even let you try Snapshot® before you switch to us, so you've got nothing to lose. Rewarding good drivers. Now that's Progressive.

1.800.PROGRESSIVE | PROGRESSIVE.COM

©2015 Progressive Casualty Ins. Co. & affiliates. Insurance prices and products are different when purchased directly from Progressive or through independent agents/brokers. Snapshot not available in all states or situations.

What you said about ...

PERSON OF THE YEAR TIME's choice of German Chancellor Angela Merkel as Person of the Year was "inspired," tweeted U.S. Ambassador to the U.N. Samantha Power on Dec. 9, as Merkel's name trended worldwide. It was also historic, marking just the fourth time that a woman has held the title solo—a moment welcomed by Janice Moglen of Colorado Springs ("Note to all the schoolgirls of the world … You may grow up to be Angela Merkel"), Melinda Gates (she "put women and girls on the global agenda") and the website Jezebel ("Yasssss Mom!!!").

> 'Herzlichen Glückwunsch to my friend and Time's Person of the Year, Angela Merkel!'
>
> **PRESIDENT BARACK OBAMA** (@POTUS)

But some were critical of the choice, mostly because of Merkel's welcoming stance on refugees. Although that position makes Germany "a moral leader," wrote Dylan Matthews of Vox, Andrew Stuttaford at the *National Review* criticized the "naiveté" of TIME's take on it. Donald Trump, who appeared third on our short list (behind ISIS leader Abu Bakr al-Baghdadi), was also vocal. "I told you @TIME Magazine would never pick me as person of the year despite being the big favorite," he tweeted. "They picked the person who is ruining Germany."

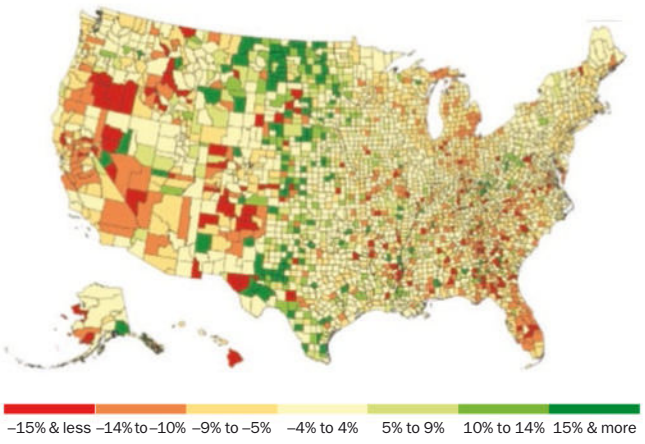
> 'I know your policy has been guided by how influential someone has been, but mass murderers and psychopaths do not need more recognition.'
>
> **FRED HEAN,** Charlottesville, Va., on POY runner-up ISIS leader Abu Bakr al-Baghdadi

Meanwhile, Caitlyn Jenner, listed as No. 7, appeared grateful for the recognition. "Thank you TIME for including me," she tweeted. "So cool!"

SNL: DANA EDELSON—NBC/GETTY IMAGES

A MIRTHFUL MERKEL Days after Angela Merkel was named TIME's 2015 Person of the Year, *Saturday Night Live*'s Kate McKinnon reprised her impression of the German Chancellor as part of the show's Weekend Update segment. "This is *und* hoot, as well as *und* holler," "Merkel" told anchor Colin Jost—especially coming at the end of a tough year during which, among other challenges, "Syria asked if 1 million refugees could sleep on my couch."

***TIME* LABS** The recession officially ended in 2009, but millions of Americans are still feeling its effects. Using new figures from the U.S. Census Bureau, TIME Labs maps out, county by county, where and how incomes have changed since the recovery began. Check your county at labs.time.com.



TALK TO US

SEND AN EMAIL:
letters@time.com
Please do not send attachments

FOLLOW US:
facebook.com/time
@time (Twitter and Instagram)

Letters should include the writer's full name, address and home telephone and may be edited for purposes of clarity and space

Back Issues Contact us at help.single@customersvc.com or call 1-800-274-6800. **Reprints and Permissions** Information is available at time.com/reprints. To request custom reprints, visit timereprints.com. **Advertising** For advertising rates and our editorial calendar, visit timemediakit.com. **Syndication** For international licensing and syndication requests, email syndication@timeinc.com or call 1-212-522-5868.

Please recycle this magazine and remove inserts or samples before recycling

TIME SHOP

Own a Piece of LIFE

Visit **shop.time.com** today
to purchase an 11x14 original print

©2015 Time Inc. TIME and LIFE are trademarks of Time Inc.

The top 10 photos of 2015

A sampling of the year's most powerful and important images, as chosen by TIME's photo editors. See the full selection at lightbox.time.com.

Ukrainian soldiers conduct operations along a road to the embattled town of Debaltseve on Feb. 15

A supporter of Nigerian President Muhammadu Buhari is hit by a motorbike in Kano on March 31

The impact of drought in California is vividly apparent in Rancho Mirage on April 3

Two children cry as migrants try to force their way past police in Gevgelija, Macedonia, on Aug. 21

TOP 10, CLOCKWISE FROM TOP LEFT: DAMON WINTER—THE NEW YORK TIMES/REDUX; GORAN TOMASEVIC—REUTERS; GEORGI LICOVSKI—EPA; ROSS MCDONNELL; VW; INGO WAGNER—DPA/AP; EASTWOOD: HULTON ARCHIVE—GETTY IMAGES

NOW PLAYING TIME asked filmmaker Oscar Boyson to explain, in just a few minutes, what makes *Star Wars* special. One reason: give-and-take with the larger culture. Watch at time.com/starwars-special.

ADVERTISING
In the most widely shared Super Bowl ad ever, a kid dressed as Darth Vader famously starts his parents' Volkswagen Passat using the Force.

POLITICS
The Strategic Defense Initiative, a missile-defense system proposed by Ronald Reagan in 1983, was dubbed Star Wars by the media.

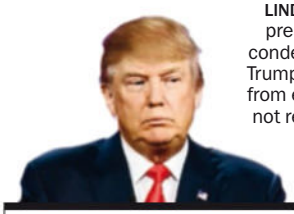
CINEMA
Star Wars bounty hunter Boba Fett sounds remarkably like Manco, the bounty hunter played by Clint Eastwood in the 1965 western *For a Few Dollars More.*

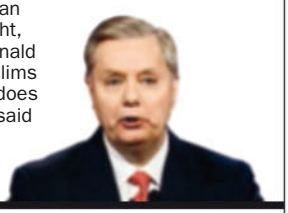
BONUS *TIME*

Subscribe to The Brief for free and get a **daily email with the 12 stories you need to know to start your morning.** For more, visit time.com/email.

NEWSSTAND PREVIEW A new TIME Special Edition dives deep into the life of Alexander Hamilton. The man on the $10 bill has long been one of the least well-known figures among the Founding Fathers of the U.S.—but that's changing, as his story has become a subject of interest from the best-seller list to the Broadway stage. As biographer Ron Chernow explains to TIME, it helps that Hamilton's philosophy can sound surprisingly modern, as "America has grown into the contours of the country of his imagination." *Alexander Hamilton* will be available in stores starting Dec. 25.

‘To all of our Muslim friends throughout the world … I am sorry.’





LINDSEY GRAHAM, Republican presidential candidate, right, condemning front runner Donald Trump’s proposal to bar Muslims from entering the U.S.; “He does not represent us,” Graham said

Cheerleaders
New research shows they’re less likely to be injured than other high school athletes

GOOD WEEK
BAD WEEK

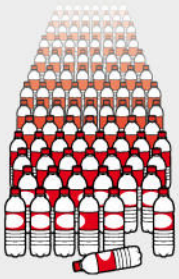
Football players
New research shows concussions increase the likelihood of other injuries

‘I DIDN’T THINK IT WOULD BE THIS BIG WHEN IT STARTED.’

GEORGE LUCAS, *Star Wars* creator, left, before the world premiere of *Star Wars: The Force Awakens*

8 billion

Number of times Americans collectively check their phones each day, according to a new study; the average person takes a look 46 times per day

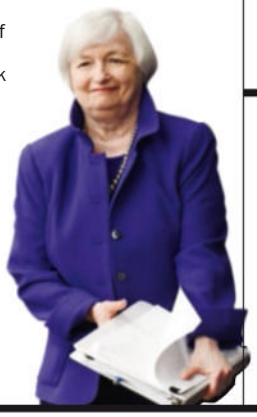


28,000

Liters of bottled water the U.S. sent to Flint, Mich., where the city’s water supply is contaminated by lead

‘This action marks the end of an extraordinary seven-year period.’

JANET YELLEN, chair of the Federal Reserve, after the central bank raised interest rates for the first time since the Great Recession



‘I would feel like she was carrying me.’

SHERYL SANDBERG, Facebook executive, revealing that tennis superstar Serena Williams, *Sports Illustrated*’s 2015 Sportsperson of the Year, comforted her and tucked in her children after the death of Sandberg’s husband in May

$79,000

Amount an anonymous donor who went by the name Santa B spent paying off shoppers’ layaway bills at a Pennsylvania Walmart

‘We cannot start overreacting.’

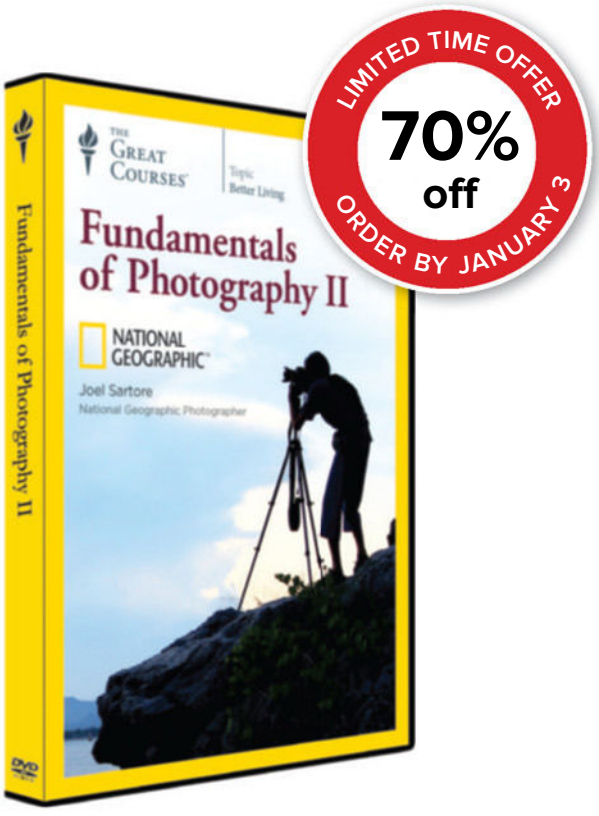
WILLIAM BRATTON, New York City police commissioner, after Los Angeles shut down schools in response to a terrorism threat later deemed not to be credible; New York City schools received a similar threat but did not close

SANDBERG, YELLEN: AP; GETTY IMAGES (5); ILLUSTRATIONS BY BROWN BIRD DESIGN FOR TIME

YAHOO! NEWS with
Katie Couric
What's new, what's news
and what's next.
Watch now. Only on Yahoo.

THE GREAT COURSES®

NATIONAL GEOGRAPHIC™



Elevate Your Photographs from Good to Amazing

You may already take great photographs, but you can make your photographs amazing. **Fundamentals of Photography II** is an immersive photography workshop that goes beyond the topics covered in our popular course **Fundamentals of Photography**. This course looks at photography as the art of problem solving, especially as you're out in the world taking photographs.

Under the expert guidance of National Geographic Photographer Joel Sartore, you will cover topics as diverse as underwater and aerial shots, portraits, reflections and shadows, taking studio lighting outdoors, night photography, black-and-white photography, and smartphone photography. These lessons take you into the field to assess and anticipate shooting situations and develop your critical eye to get intriguing, moving, memorable, and truly amazing results.

Offer expires 01/03/16

THEGREATCOURSES.COM/6TME

1-800-832-2412

Fundamentals of Photography II

Taught by Joel Sartore
National Geographic Photographer

LECTURE TITLES

1. Find the Picture
2. Understanding Light
3. Working with Light in a Landscape
4. Taking Photos under and around Water
5. Photographing Reflections and Reflectivity
6. Photographing Shadows and Backlighting
7. Big Results from Little Lights
8. Taking Studio Lights Outdoors
9. Human Portrait Photography
10. Animal Photography
11. Night Photography
12. Art Photography: Perspective and Illusions
13. Art Photography: Having Fun
14. Art Photography: Still Life
15. Black-and-White Photography
16. Elevating Your Perspective: Photos from Above
17. Smartphone Photography
18. The Decisive Moment in Photography
19. Live Event Photography: Farmers' Market
20. Live Event Photography: T-Ball
21. Live Event Photography: House Party
22. Live Event Photography: A Day at the Ranch
23. Live Event Photography: Family Fishing Night
24. Editing, Culling, and Critiquing Your Photos

Fundamentals of Photography II
Course no. 7931 | 24 lectures (30 minutes/lecture)

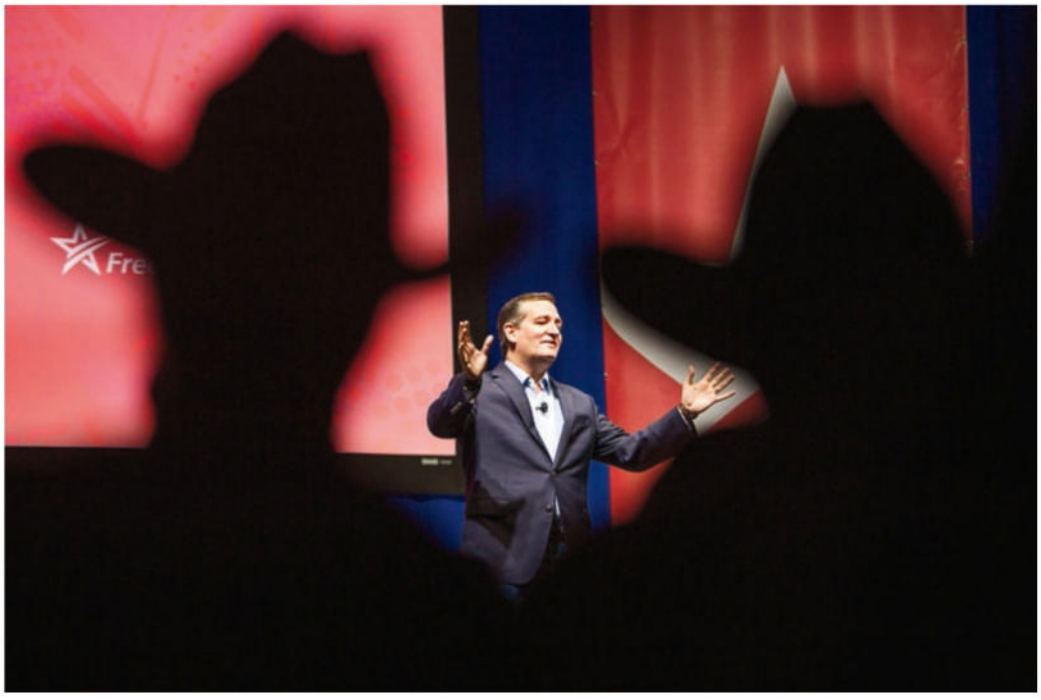
SAVE $190

DVD ~~$269.95~~ NOW $79.95
+$10 Shipping, Processing, and Lifetime Satisfaction Guarantee
Priority Code: 110165

For over 25 years, The Great Courses has brought the world's foremost educators to millions who want to go deeper into the subjects that matter most. No exams. No homework. Just a world of knowledge available anytime, anywhere. Download or stream to your laptop or PC, or use our free mobile apps for iPad, iPhone, or Android. Over 550 courses available at www.TheGreatCourses.com.

The Brief

'BECAUSE I HAVE KIDS, I'M FEARFUL OF SOMETHING HAPPENING TO ME.' —PAGE 23



Cruz, seen at a Dec. 5 event in Iowa, believes grassroots campaigning can beat Trump's buzz

AP

POLITICS

How Ted Cruz is winning the GOP race—on the ground

By Philip Elliott

SAY WHAT YOU WILL ABOUT SENATOR Ted Cruz, the Texas Republican who strikes colleagues as bullheaded and has never shied from a hyperpartisan fight. Just don't call him lazy.

He shows up for late-night screenings of Christian movies in Iowa and early-morning town halls in New Hampshire, including one so remote that guests were warned that if they wandered away, bees, moose and rabid raccoons might kill them. He's fine with three-hour drives between events, as long as his iPhone is charged and loaded with puzzles. And he has built a campaign with a chairman for every county in the first four primary and caucus states, fixers who can tell his team how to win over the local ag commissioners, 4-H judges and pastors.

This is precisely why Cruz has not been sweating the giant crowds and huge polling leads of Donald Trump as the clock ticks down to the Feb. 1 Iowa caucuses. The flashy rallies and fiery rhetoric are good for headlines, but they alone will not carry the brash billionaire to the nomination. (Trump has hired a contestant from his former TV show *The Apprentice* to run his Iowa operations.) Tradition says victory often goes to the candidate with the ear closest to the ground.

Cruz is not alone in focusing on efforts far from the spotlight. Take New Jersey Governor Chris Christie, who has essentially qualified for dual residency in New Hampshire these days. By Christmas, he will have spent 56 days of 2015 in the state doing 118 events, most of them not much bigger than a town-council meeting. "You

PHOTOGRAPH BY SCOTT MORGAN

can't win if you don't show up," a Christie adviser deadpans. Or consider former Florida governor Jeb Bush, the onetime front runner who has gone to ground with stunts to illustrate his small-ball work ethic, like making New Hampshire history with five town-hall-style meetings in one day.

Such on-the-ground work is not sexy. It's actually fairly miserable for candidates and their inner circles. Long drives. Bad food. Constant scrutiny. And it does not show up in early polling, which has been weaponized this cycle by network debate qualifications and Trump, who rarely speaks without some polling reference. It's worth remembering that at this point in past presidential campaigns, Howard Dean, Hillary Clinton, Rudy Giuliani and Newt Gingrich were leading in national surveys.

The hard work, instead, is geared at taking advantage of voters who traditionally decide at the last minute. In 2012, 46% of Iowa and New Hampshire Republicans made their pick during the final week, according to exit polls. An internal survey of 5,000 Iowans done during the second week of December for Mike Huckabee's campaign found 75% of Republican caucusgoers—a group likely to number 140,000 in a state of 3.1 million—still haven't made up their minds. That explains why, despite being stuck in single digits, few candidates are as despondent as surveys would suggest they should be; late-breaking rises, like Cruz's, can come. The trick is to have a political machine in place to take advantage of good fortune.

On this score, Cruz may be the candidate to beat. Like rival Marco Rubio, he has not committed a single meaningful gaffe over the course of the campaign and has consistently performed well in national debates. But unlike Rubio, Cruz has spent millions on a sophisticated voter-profiling database. In Iowa alone, the campaign has recruited almost 4,000 volunteers with rewards like opening-night tickets to the latest *Star Wars*. His relatively short public career suggests that there is no knockout sound bite that will haunt him should he win the nomination. (His positions, however, offer plenty of fodder for Democrats. For instance, he claims climate change is not backed up by science.)

Meanwhile, Cruz's super PACs—yes, there are several—have at least $30 million at the ready to defend his rising standing. That pales next to Trump's billions, but the New Yorker was set to end the year without having run a single television commercial. While his rivals plodded and boasted, Cruz convinced donors early that polls take a backseat to organization and discipline. The smart money still thinks he may be right.
—With additional reporting by ZEKE J. MILLER/PARADISE, NEV.

TRENDING

POLICING
A judge declared a mistrial in the case of William Porter, the Baltimore police officer **charged in the death of unarmed black man Freddie Gray,** complicating the prosecution of five other officers charged, including a case in which Porter was seen as a key witness.

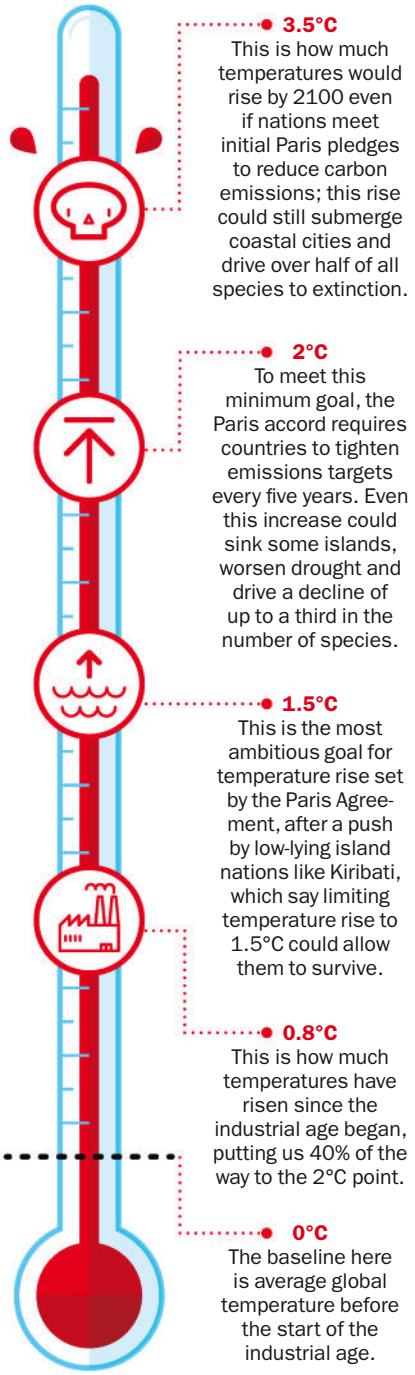
DIPLOMACY
Russian President Vladimir Putin said in his year-end news conference Dec. 17 he is **ready to improve ties with the U.S.** and work with the country's next President. He also praised Republican presidential front runner Donald Trump as a "bright and talented man."

HEALTH
A recent *British Medical Journal* study claims to debunk **the assumption in the U.S. that Brits have bad teeth,** claiming Americans' teeth are no better. In fact, it suggested the average American is missing more teeth, owing to the high cost of dental insurance.

EXPLAINER

Degrees of global warming

The Paris Agreement, struck by nearly 200 countries on Dec. 12, aims to limit global warming. But just how much warmer it will get depends on how deeply countries cut carbon emissions. *—Justin Worland*



POLICING: HEALTH: REUTERS; DIPLOMACY: GETTY IMAGES; ILLUSTRATION BY MARTIN GEE FOR TIME

OUR FUNDS HAVE A RECORD

LIKE A BROKEN RECORD.

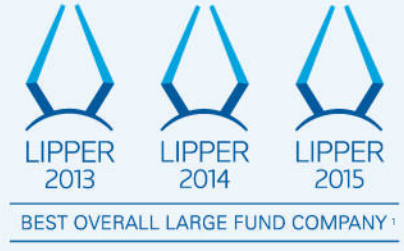
TIAA-CREF: Lipper's Best Overall Large Fund Company[1] three years in a row. For the first time ever. How? Our disciplined investment strategy aims to produce competitive risk-adjusted returns that create long-term value for you. Just what you'd expect from a company that's created to serve and built to perform.

Learn more about our unprecedented, award-winning performance at TIAA.org/Perform

TIAA CREF

BUILT TO PERFORM.

CREATED TO SERVE.



The Lipper Awards are based on a review of 36 companies' 2012 and 48 companies' 2013 and 2014 risk-adjusted performance.

[1]The Lipper Award is given to the group with the lowest average decile ranking of three years' Consistent Return for eligible funds over the three-year period ended 11/30/12, 11/30/13, and 11/30/14 respectively. TIAA-CREF was ranked among 36 fund companies in 2012 and 48 fund companies in 2013 and 2014 with at least five equity, five bond, or three mixed-asset portfolios. Past performance does not guarantee future results. For current performance and rankings, please visit the Research and Performance section on tiaa-cref.org. TIAA-CREF Individual & Institutional Services, LLC, Teachers Personal Investors Services, Inc., and Nuveen Securities, LLC, members FINRA and SIPC, distribute securities products. ©2015 Teachers Insurance and Annuity Association of America–College Retirement Equities Fund (TIAA-CREF), 730 Third Avenue, New York, NY 10017. C24849B

Consider investment objectives, risks, charges and expenses carefully before investing. Go to tiaa-cref.org for product and fund prospectuses that contain this and other information. Read carefully before investing. TIAA-CREF funds are subject to market and other risk factors.

ADVERTISEMENT

presenting TRAVEL+LEISURE

journeys™

// WE PLAN, YOU PACK. //

ISLAND HOPPING BY YACHT IN

croatia

CULTURAL IMMERSION IN

cuba

20

customizable itineraries + experiences expertly curated by T+L editors, and Black Tomato, the award-winning luxury travel company.

AN ADVENTURE TOUR THROUGH

iceland

DESERT CAMPING IN

oman

[AND MORE]

BOOK TODAY

FOR TRIP DETAILS AND TO BOOK, GO TO **TRAVELANDLEISURE.COM/JOURNEYS** OR CALL **844.284.0205**.

HOT ROCKS A woman tends her plants as volcanic ash spews from Mount Bromo, near the city of Probolinggo, in Indonesia. Local officials said the 7,641-ft.-tall volcano, a popular tourist destination in East Java, erupted on Dec. 15, sending a column of ash and gravel a mile into the sky. Bromo is part of the Ring of Fire, a circle of volcanoes surrounding the Pacific Ocean. Flights were grounded during a 2011 eruption. *Photograph by Chine Nouvelle— Xinhua/Sipa*

THEN & NOW

The Arab Spring turns five

On Dec. 17, 2011, protests in Tunisia kicked off what would become known as the Arab Spring, a wave of democratic movements that have changed the face of the region. Here's how the key countries are faring half a decade on:

TUNISIA Regarded as the lone success story of the revolts, Tunisia's political rivals crafted a compromise in 2013 that avoided bloodshed and recently won the alliance the Nobel Peace Prize. But many are worried that reforms have stalled, amid security concerns after deadly jihadist attacks in March and June.

EGYPT In 2013, Egypt's military overthrew Islamist President Mohamed Morsi, who was elected after the uprising. Since then, the regime of General Abdul Fattah al-Sisi has cracked down on political opponents, leaving over 1,000 dead and tens of thousands jailed.

Tunisia's revolution began in 2010 after a vegetable-cart owner set himself on fire in protest of the regime

YEMEN After longtime ruler Ali Abdullah Saleh stepped down in 2012, his successor Abd Rabbuh Mansur Hadi was ousted by Houthi rebels in January. A Saudi Arabia–led air campaign has attempted to dislodge the rebels since March, at the cost of 5,000 lives.

SYRIA The Syrian uprising spawned an armed revolt, then civil war. With 250,000 dead so far, the country is now split among the regime of President Bashar Assad, rebel groups, Kurdish militias and extremists like ISIS.

LIBYA After the uprising toppled dictator Muammar Gaddafi, Libya's political transition collapsed. The country is now divided among two rival parliaments and various militia groups. ISIS is gaining territory. —JARED MALSIN

DATA

FINISHING SCHOOL

A record 82% of kids graduated from high school in the U.S. in 2013–14. Here's a sample of how other countries rate on graduation:

GETTY IMAGES

WHERE THERE ARE NO HOSPITALS

Haiti/Frederic Sautereau

THAT'S WHERE WE OPERATE.

MEDECINS SANS FRONTIERES
DOCTORS WITHOUT BORDERS

DoctorsWithoutBorders.org

TRENDING

LAW
Japan's Supreme Court upheld a 19th century law on Dec. 15 **forcing married couples to share the same last name.** Critics called it a setback for women's rights in a patriarchal society where studies show married women opt to take the husband's name 96% of the time.

JUSTICE
Executions in the U.S. fell to **their lowest total in almost 25 years** in 2015, according to the Death Penalty Information Center, and the number of death sentences decreased by a third. Shortages of lethal-injection drugs are said to be one factor.

FAITH
Mother Teresa is to be **made a saint** now that Pope Francis has approved her second miracle, involving the healing of a Brazilian man's brain infection 11 years after her death. The celebrated missionary, who died in 1997, is expected to be canonized in September.

LAW: AP; JUSTICE: REUTERS; FAITH: GETTY IMAGES; ALI: COURTESY OF YAZMIN ALI

SPOTLIGHT

What it's like to be Muslim in America, post-Paris

FOR THE FIRST TIME IN HER life, Yazmin Ali is afraid to leave her house in a cookie-cutter subdivision outside Fredericksburg, Va. The reason: she's Muslim and wears a hijab.

It doesn't matter that Ali, 34, was born and raised in Florida, that her mother is a Cuban-American evangelical Christian, that she has a master's degree or that she learned Arabic only through a State Department scholarship. After terrorist attacks in Paris and San Bernardino, Calif., she began noticing more dirty looks from strangers. When it was raining recently and she offered to let other parents shelter in her car at her kids' bus stop, she says, they said no.

Four days after the Paris attacks, protesters disrupted a public meeting to discuss a new Islamic center in Ali's hometown, shouting, "Every Muslim is a terrorist!" Then a man with a Confederate flag showed up to protest a coat drive for Syrian refugees. Ali started disguising her hijab under a winter hat and scarf. "I had a really long, good cry," she says.

Yazmin Ali: "Because I have kids, I'm fearful of something happening to me."

These are difficult times for American Muslims. According to one tally, there have been 38 anti-Islamic attacks in the U.S. since the Paris terrorism. The trend was also bad in 2014, with the FBI reporting that hate crimes decreased for all categories of victims except Muslims.

Since the Paris attacks, Ali has started to organize a self-defense class for fellow Muslim women, and she's pushing her mosque to display the U.S. and Virginia flags. But she still plans to take Christmas cookies to her neighbors and keep wearing her hijab. "To take it off almost means I've allowed hate to permeate and penetrate my identity," she says.

—ELIZABETH DIAS

HATEFUL RESPONSE
Police have started investigating several anti-Muslim attacks since the Paris terrorism on Nov. 13.

Pflugerville, Texas
Vandals tore up pages of the Quran and covered them with feces at a mosque entrance.

Philadelphia
A severed pig's head was tossed at a mosque from a passing pickup truck.

Bloomington, Ind.
An Indiana University student allegedly attacked a Muslim woman at a café, choking her and removing her scarf.

Grand Forks, N.D.
A Somali restaurant was defaced with a Nazi-style symbol. Days later it was torched with a Molotov cocktail.

Coachella, Calif.
A 23-year-old man faces hate-crime, arson and burglary charges for allegedly firebombing a mosque before the start of afternoon prayer.

TODAY IN B.S.

No, antidepressants during pregnancy do not dramatically increase autism risk

HEADLINES SCREAMED THE alarming results: a large study in *JAMA Pediatrics* reported an 87% increased risk of autism among children born to women taking antidepressants. But 87% higher than what? About 1% of babies worldwide are born with autism. And while an 87% increase in relative risk sounds like a lot, it represents a tiny absolute increase in risk. The study also couldn't establish for sure whether the drugs—or the depression that made them necessary—were responsible for the autism link. Moms-to-be should weigh the need to treat their depression against the small chance that the drugs could affect the fetus. —ALICE PARK

© 2015 Time Inc. TIME is a registered trademark of Time Inc.

ROUNDUP

Fallout from the Fed's rate hike

Fed Chair Janet Yellen announced Dec. 16 that the central bank would raise interest rates for the first time in almost a decade. Any further monetary tightening will be gradual and contingent on continued economic health, she explained, projecting that rates would rise 3 percentage points in three years. What should the average consumer make of all this economic commentary? Here's who wins and loses.

—Scott Medintz

BAD FOR HOMEOWNERS

A modest one-time Fed rate increase won't rock the housing market. But longer term, homeowners will likely feel hangover effects from years of easy money. Anyone with an adjustable-rate mortgage will eventually take a hit, would-be buyers won't be able to stretch their budgets as far, and the upward trajectory of home prices since the housing crisis could stall out.

BAD FOR PEOPLE WITH CREDIT-CARD DEBT

Most credit-card interest rates move in lockstep with the Fed's target—so get ready for your monthly minimum payment to tick up. The good news? If you're paying the national average of 15% interest on a big credit-card debt, 15.25% isn't much worse. But smart folks could use this early warning as a nudge to pay down their balance faster.

GOOD FOR SAVERS

Long-suffering savers, who have earned virtually zero interest on their bank deposits for years, welcomed the news with caution. It'll take years for rates to rise appreciably, banks aren't in a hurry to pass along the benefits to customers, and the Fed could reverse course in the meantime. Still, earning a modest return on savings accounts and CDs is better than next to nothing at all.

UNCLEAR FOR STOCK INVESTORS

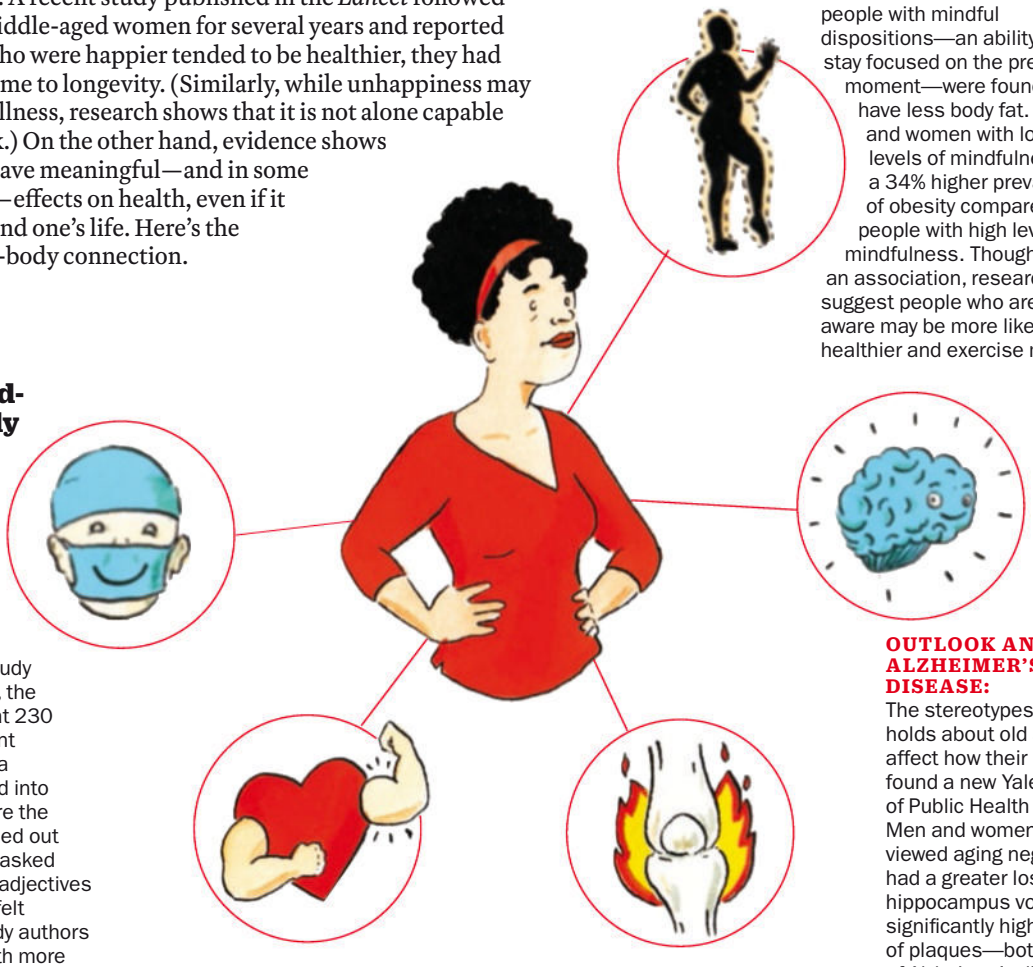
Because the rate bump had been anticipated for months, stock prices mostly adjusted in advance. Historically, though, rising interest rates mean a falling equities market; stock valuations tend to fall 10% in the year after the hiking begins, according to Goldman Sachs. But the Fed's move also signals a sunny economic outlook; if it's right, stronger corporate earnings should follow.

New studies show how our mood affects our health—for better and for worse

by Alexandra Sifferlin

IN LIGHT OF NEW EVIDENCE THAT HAPPY PEOPLE DON'T LIVE longer than their grumpy peers, one might be tempted to drop the pursuit altogether. A recent study published in the *Lancet* followed nearly 720,000 middle-aged women for several years and reported that while those who were happier tended to be healthier, they had no edge when it came to longevity. (Similarly, while unhappiness may be a side effect of illness, research shows that it is not alone capable of making you sick.) On the other hand, evidence shows that attitude can have meaningful—and in some cases measurable—effects on health, even if it can't outright extend one's life. Here's the latest on the mind-body connection.

Surprising effects of mind-set on the body



MOOD AND SURGERY OUTCOMES:
If a person is in a bad mood, their medical procedure may not go as smoothly, a December 2015 study showed. In the study, the researchers looked at 230 people who underwent procedures in which a catheter was inserted into a blood vessel. Before the procedure, people filled out a questionnaire that asked them to rate various adjectives describing how they felt emotionally. The study authors found that people with more negative feelings had a greater incidence of adverse events from the procedure, like slow heart rate or abnormal blood pressure. The research is early, but it's not the first time scientists have seen physical changes from a negative mood.

ANGER AND HEART-ATTACK RISK:
A 2015 study found having an episode of intense anger was associated with an 8.5 times greater likelihood of having a heart attack in the next two hours. Exactly how anger could contribute to a heart attack remains unknown, but the researchers speculate that stress triggers increased heart rate and blood pressure, blood-vessel constriction and clotting, which raise risk.

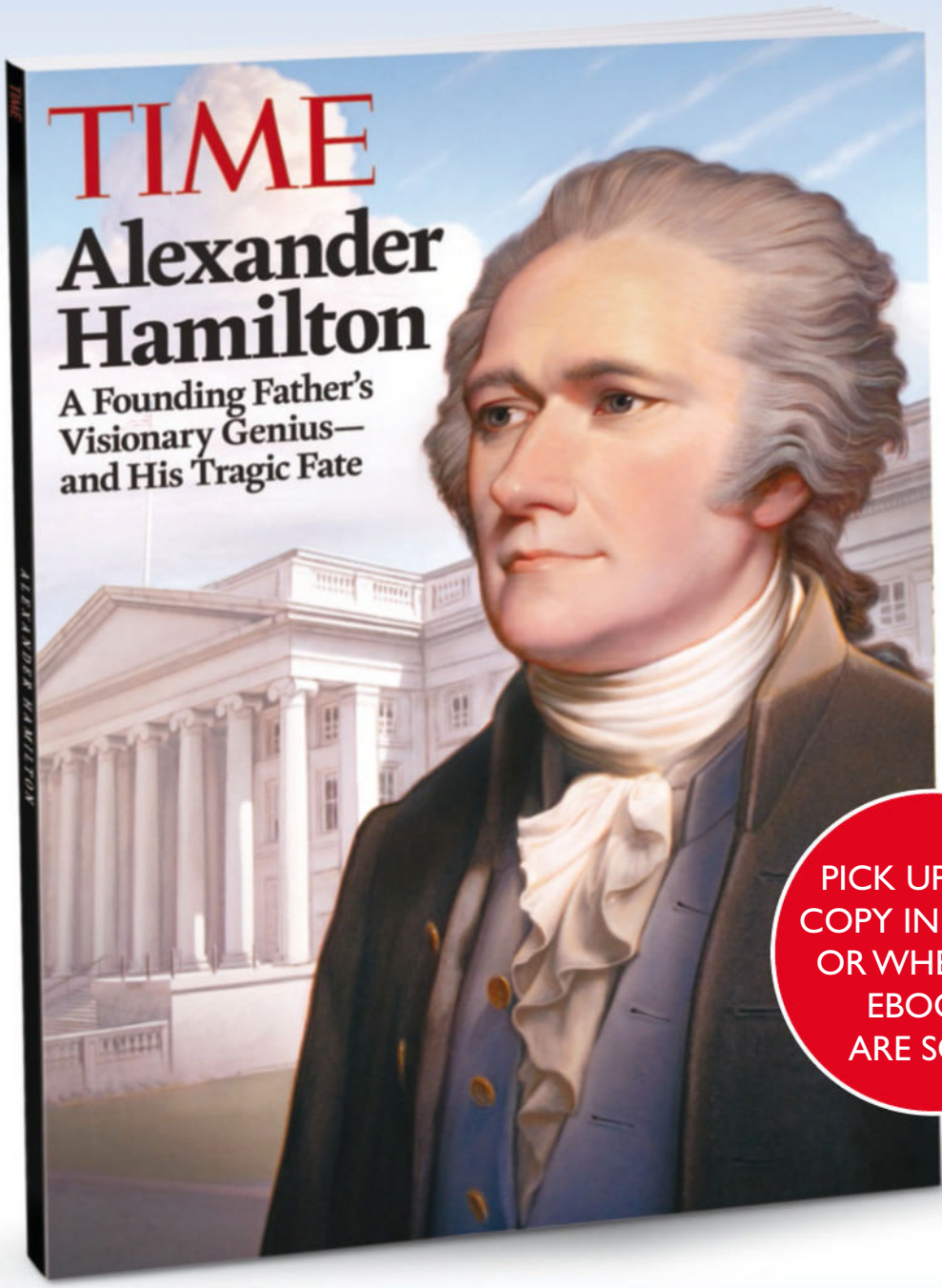
AWE AND REDUCED INFLAMMATION:
Awe was found in a January 2015 study to reduce compounds that promote inflammation, which is linked to diseases ranging from Type 2 diabetes to arthritis. In the small study, college students filled out questionnaires about how often they experienced certain emotions. They found that happy moods in general were associated with lower inflammation, but the students who experienced awe most often had especially lower levels.

MINDFULNESS AND BODY FAT:
In an October 2015 study, people with mindful dispositions—an ability to stay focused on the present moment—were found to have less body fat. Men and women with lower levels of mindfulness had a 34% higher prevalence of obesity compared with people with high levels of mindfulness. Though it's only an association, researchers suggest people who are more aware may be more likely to eat healthier and exercise more.

OUTLOOK AND ALZHEIMER'S DISEASE:
The stereotypes a person holds about old age can affect how their brain ages, found a new Yale School of Public Health study. Men and women who viewed aging negatively had a greater loss of hippocampus volume and significantly higher scores of plaques—both indicators of Alzheimer's disease. The researchers say it's the first time this type of risk factor has been linked to the development of brain changes associated with Alzheimer's.

ILLUSTRATION BY EMILY FLAKE FOR TIME

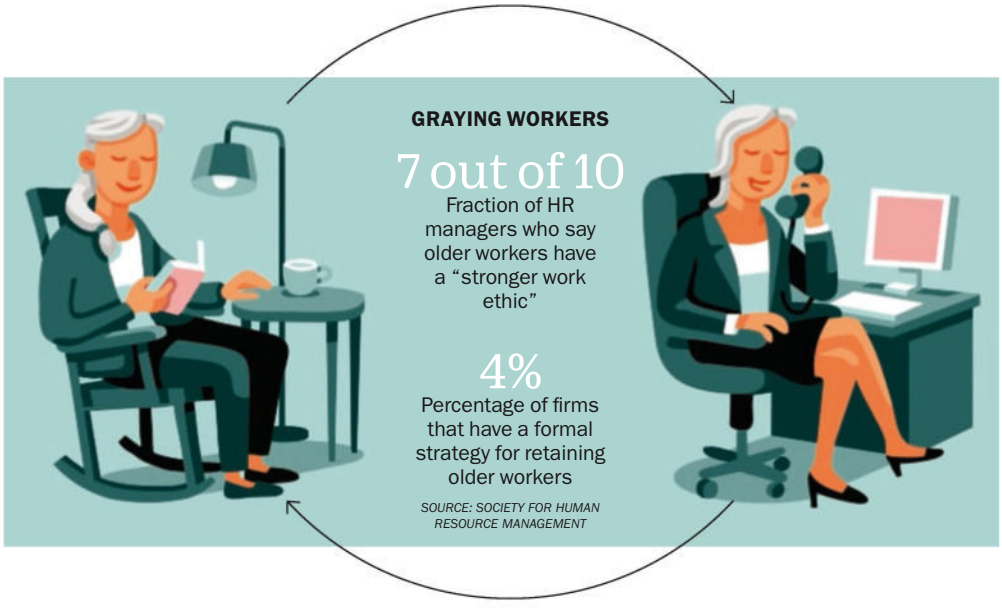
Leader, Revolutionary and Rival



PICK UP YOUR COPY IN STORES OR WHEREVER EBOOKS ARE SOLD!

Go inside the life of the Founding Father, constitutional crusader, and architect of today's capitalist economy in this special edition.

©2016 Time Inc. Books. TIME is a registered trademark of Time Inc., registered in the U.S. and other countries



Interns with a bit more gray in their hair

By Dan Kadlec

WORKING LONGER IS OFTEN seen as the simple answer to inadequate retirement savings. But the math only works if you find someone to hire you, and past age 50 that is far from easy. To gain an edge, some boomers are bolstering their bona fides through adult internships or embarking on a gap year for grownups.

Baby boomers will begin to turn 70 next year, and they want to put off—and come out of—retirement in droves. Already, 1 in 4 retirees returns to work within two years, according to the Rand Corp., a policy-research nonprofit. Many others would like to stay at work longer or return, but "unretiring" can be difficult.

For one thing, about half of all workers leave the labor force earlier than planned, largely due to health or caregiver issues, reports the Employee Benefit Research Institute. And though many employers pay lip service to hiring older workers, less than 5% have a formal strategy for keeping and attracting them, according to the Society for Human Resource Management. In November, long-term unemployment stood at 38% for those ages 65 to 69—a higher rate than for every younger cohort, says the Bureau of Labor Statistics.

The most important things you can do to remain employable are keep up or retrain your job skills, network like crazy and demonstrate familiarity with modern tools via a Twitter account or LinkedIn profile, say experts. But those things aren't always enough. "Older workers bring maturity, leadership, energy and wisdom to a company," says Ashok Vaswani, CEO of personal and corporate banking at Barclays. "But sometimes they still don't find jobs."

To harness the talents of older workers, Barclays launched a program called Bolder Apprenticeships in September. The bank will hire 400 workers in the U.K. who are near or coming out of retirement, from any field, and it expects to expand the program globally over time and share its recruiting platform with other businesses. Barclays especially values these workers' openness to flexible hours, mentoring potential and life experiences that enable them to relate to the needs of older customers in branch offices, Vaswani says.

The program is part of a slowly shifting tide. Two-thirds of HR professionals report that their organization hires older workers who have retired from other firms. "Companies are trying to find ways to utilize this part of the workforce," says Jaye Smith, co-author of *The Retirement Boom.* "Workers that return after an extended break bring energy, creativity and confidence."

Many older workers almost intuitively understand the value of rebooting. "Most who retire and come back do it as a matter of choice," says Nicole Maestas, a senior economist at the Rand Corp. "This is not some hapless response to an unexpected financial problem. It was their plan all along."

Companies like Intel and IBM make it easier for their retirees through specific programs that help them transition into meaningful postcareer employment. Others, like Scripps Health and Atlantic Health Systems, make the AARP list of 50 best employers for workers past age 50 by offering a phased retirement scheme that lets workers wind down a little at a time.

For the millions who do not work at such companies, the obvious risk is that these people retire and, after some time off, do not find other work. That's when it may be beneficial to turn back the clock and explore an internship or volunteer with a group like the Peace Corps or Teach for America. "These positions don't always pay," says Marc Freedman, founder of Encore.org, which offers annual prizes for older adults who reinvent themselves and make a significant contribution to society. "But they provide a strong sense of purpose and can be a pathway to a whole new act."

These doors are wide open. The Peace Corps woos volunteers past age 50 with its Response program, offering shorter commitments for professionals with at least 10 years of experience. About 7% of Peace Corps volunteers are age 50 or older. Teach for America, another find-yourself favorite among the young, encourages experienced volunteers as well. Grads and undergrads make up a stable-to-declining portion of its volunteer force. Meanwhile, those with professional experience have grown from 17% to 27% of volunteers since 2011. You are never too old to get a fresh start. □

ILLUSTRATION BY CHI BIRMINGHAM FOR TIME

INSURE YOUR NOW. ENSURE YOUR FUTURE.
We know your life is about more than insurance. That's why State Farm is too. So when you're ready to take charge of your retirement, talk to one of our registered agents. They'll build you a personalized free Client Portfolio Report. Just call to set up an appointment.
StateFarm®
79A74KN
Minimal investable assets of $100,000 are required to complete the free Client Portfolio Report.
State Farm • Bloomington, IL

1 in 5 children faces hunger.

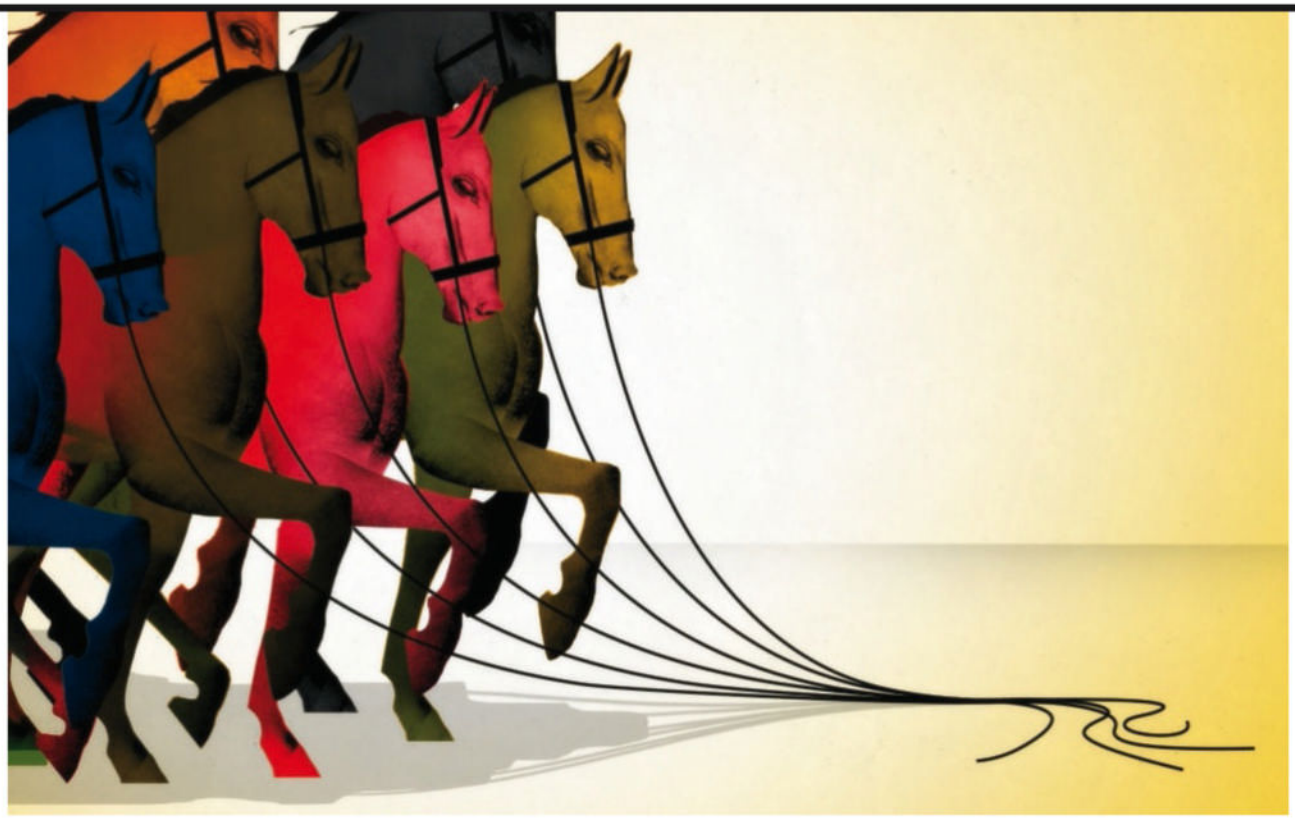
There's more than enough food in America for every child who struggles with hunger. Help get kids the food they need by supporting Feeding America, the nationwide network of food banks. Together, we can solve hunger™. Join us at **FeedingAmerica.org**

Ad Council

FEEDING® AMERICA

The View

'APPLIED COLLABORATIVELY, AI COULD HELP BRING ABOUT SOLUTIONS TO THE WORLD'S MOST COMPLEX PROBLEMS.' —PAGE 44



GEOPOLITICS

The absence of international leadership will shape a tumultuous 2016

By Ian Bremmer

DURING THE ANNUAL ASIA-PACIFIC LEADERS' summit in Manila in November, President Obama sought out two people for a pressing conversation. Not Russian President Vladimir Putin, whose forces were busy changing facts on the ground in Syria, nor Chinese President Xi Jinping, whose global economic strategy is paying off for China. Instead, he turned to a pair of entrepreneurs: Jack Ma, the CEO of the Chinese e-commerce giant Alibaba, and Aisa Mijeno, an ecological innovator from the Philippines. Obama gave a short speech and then spent nearly half an hour moderating a panel discussion with two businesspeople.

Obama's explicit message was that government and business must work together to solve energy and environmental problems. The unspoken message was louder: in a hotel filled with leaders, the President of the United States felt he had more to gain chatting with private citizens than engaging his counterparts. And he was probably right.

In a world of emergencies, leadership matters—and in 2016 it will become unavoidably obvious that the world lacks leadership. The days when heads of the G-7 industrial powers like the U.S. and Germany controlled geopolitics and the global economy are gone for good. The international group of today is the expanded G-20, which is much larger—including important emerging powers like China and India—yet agrees on much less. The result might be called a G-zero world, a global caucus whose members don't share political and economic values or priorities. They don't have a common vision for the future. Many years in the making, a G-zero world is now fully upon us.

ILLUSTRATION BY BRIAN STAUFFER FOR TIME

For all the rhetoric from U.S. presidential candidates, Washington can no longer even pretend to play global police officer, because public support isn't there for any action that might require long-term commitments of U.S. troops and taxpayer dollars. You may get a majority to say it's time to send ground troops after ISIS, but Obama knows that support won't last. The ugly response to the massacre in San Bernardino, Calif., suggests that U.S. public reaction to a major terrorist attack will not be as unified as it was after 9/11. And even if such an attack compelled the U.S. to act, it may have to act alone—there are now too many important international players with the political and economic self-confidence to simply ignore Washington's lead.

That's true even of allies. Karl-Theodor zu Guttenberg, former German Defense Minister, warns of an erosion in transatlantic trust, exacerbated by the U.S. presidential-election season. The campaign anthem will be "forget Europe," he says—and it won't come only from Donald Trump.

This doesn't mean the U.S. is in decline. The economy continues recovering, while the American capacity for innovation is as healthy as ever. At a moment when even staid Europe faces serious security risks, the western hemisphere remains the most peaceful and stable region in the world.

Yet abroad, America's once predominant influence is fading fast. In the Middle East, the most powerful terrorist organization in history occupies large sections of Iraq and Syria. Russia has paralyzed Ukraine and is bombing unchecked in Syria. China is challenging U.S. military power in East Asia and Washington's institutional power everywhere else. Obama now relies on sanctions, drones and cybercapabilities to advance U.S. interests—blunt tools that do little to build the consensus needed to solve the world's most complex problems. Few U.S. officials, even the most hawkish, are able to make a clear case for the role they think the U.S. can and should play in a new world.

Europe can't help—its leaders are too busy coping with migrants, maneuvering around populist political rivals, working to keep the U.K. in the E.U. and helping Greece find long-term financial footing. China won't fill the G-zero vacuum—it's more active on the international stage, but only in pursuit of narrow national interests. Beijing is fully occupied with an anticorruption drive of historic ambition, a bid to revitalize Communist Party rule and a high-stakes economic reform process.

Who will take the lead in destroying ISIS, stabilizing the Middle East, containing the flow of dangerous weapons, mitigating climate change and managing international risks to public health? No one. The world's many wildfires will burn hotter in 2016, because no one believes he can afford the costs and risks that come with putting them out.

THE ECONOMICS OF ISIS

ISIS takes in more than $1 million per day in extortion and taxes. Salaries of Iraqi government employees are taxed up to 50%; companies may have their contracts and revenue taxed up to 20%. That revenue base will help ISIS survive even if its oil business is crippled.

The Middle East:
Ground zero for G-zero

NOWHERE IS THE G-ZERO PROBLEM MORE pressing than in the Middle East, where the only thing worse than the region's authoritarian leaders are the chaotic states that lack leadership altogether. In Iran, conservative hard-liners, fearful that the lifting of sanctions will open the country to Western influence and awaken the appetite of the nation's young people for change, will assert themselves. In Saudi Arabia, anxieties over Shi'ite Iran's rise, growing U.S. indifference, royal-family rivalries and depressed oil prices will drive overreaction to the country's many perceived threats and intensification of Saudi support for proxy wars on multiple fronts across the Middle East.

Bloodshed in Yemen—the worst crisis the world isn't talking about—will continue. In Iraq, the Shi'ite-dominated government will export more oil but do nothing to persuade the country's minority Sunnis to turn on ISIS, an essential step for reclaiming the Sunni-dominated land ISIS controls. The U.S., Russia, Turkey, France and others will continue to bomb Syria, and it will continue to have little military effect. Huge numbers of Syrian refugees in Lebanon and Jordan will sorely test stability in both countries—witness the thousands of miserable asylum seekers trapped on Jordan's northeastern border.

ISIS will extend its international reach—though not its territory in Syria and Iraq, which likely has peaked—thanks to more than $1 billion in financial reserves, its mastery of social media and encrypted messaging, and its ability to attract a steady supply of new followers around the world. The terrorist group accomplishes this not simply by staging or even just encouraging spectacularly violent attacks abroad but by convincing others that it can build an Islamic empire with borders drawn by Muslim supermen, not Western politicians.

There is reason to fear we will see many more terrorist attacks in 2016, because the entrance of Turkey into Syria's conflict will make it that much more difficult for young recruits to join ISIS in Syria—inviting them instead to carry out attacks where they live. In the Middle East, as nowhere else, fights are intensifying and no leader is willing to accept the full price that comes with leading the massive efforts required to restore something like order.

ISIS: REUTERS; CHINA: AP

Europe: A weakened West

FIVE YEARS AGO, EUROPE'S LEADERS FACED A single dominant threat in the euro crisis. Thanks to the resilience of Europeans, Germany's determination to keep things on track and the pledge from Europe's central banker to stabilize the euro zone by any means necessary, that crisis was resolved.

But in 2016, Europe will face a much wider variety of problems—without the unifying sense of crisis needed to forge collective action. Greece's financial troubles will enter a new phase this year as its leftist, Syriza-led government struggles to navigate creditor demands, opposition attacks and frustrated voters. Spain's government must negotiate away secessionist threats from Catalans. A skeptical Britain will vote on its European future.

By themselves, each of these risks is manageable. Add a million more migrants—and a public worried about the terrorism risks they may bring—and Europe's political ground will shift further toward the populist right. At particular risk are hopes for maintaining Europe's open borders. Many European governments have imposed new border controls, albeit on a temporary basis. Further terrorist attacks could expand this trend.

At the center of Europe's attempts to manage these challenges is Angela Merkel. The indispensable regional leadership she has provided makes Merkel an exception to the regional chaos. But despite her popularity and the lack of a real alternative to her within Germany, Merkel is vulnerable to those who see refugees as future jihadis. G-zero threatens even this extraordinary leader through the potential breakdown of open Europe. "The euphemism of the coming year will be *cooperation,*" warns Guttenberg, who was Defense Minister under Merkel. Europe will see a "manifestation of a culture of the least common denominator."

There is growing division between U.S. and European leaders. Transatlantic ties depend on common values. While those ties are durable, values tend to matter less during emergencies—which leaves countries looking out for themselves. "It is in Britain's interests for there to be a healthy relationship between the U.S. and the E.U.," says William Hague, the former U.K. Foreign Secretary. But Britain is prepared to make its own way in a G-zero world. "A declining Europe-U.S. relationship would be undesirable but not disastrous for the U.K."

One piece of good news: Putin will probably prove less confrontational in 2016. He has effectively won the stalemate in Europe, and he believes he can parlay his power play in Syria into an end to sanctions. But a contracting economy, rising inflation and lower oil prices will further darken the mood of Russia's people in 2016—and that could send Putin in search of foreign scapegoats.

CHINA KEEPS GROWING

Even though the country's growth has slowed, the Chinese economy is more than 25 times bigger than it was in 1990. By 2025, China is expected to have 221 cities with over a million inhabitants and 23 cities with more than 5 million people.

China: Growing strong but refusing to lead

THE BEST NEWS FOR INTERNATIONAL SECURITY is that East Asia will remain relatively quiet in 2016. Political leaders in China, Japan and India are preoccupied with all-important domestic economic-reform plans and can't afford conflicts that are bad for business. Compared with Europe and the Middle East, East Asia should remain calm—unless North Korea surprises us.

China will find other ways to challenge the dominance of the U.S. Beijing will use its $3.4 trillion in foreign-exchange reserves to finance ambitious alternatives to Western-led institutions like the International Monetary Fund and World Bank. China will become a new lender of first resort for governments of developing countries that don't want to meet U.S. demands. U.S. allies like Britain and Germany, eager to diversify their economic partnerships and profit from China's rise, will continue to follow China's lead, extending the prolonged battle over whether global commercial standards are decided in Beijing or Washington.

But a stronger China still has no interest in filling the vacuum created by the G-zero order. Beijing won't fight ISIS or help rebuild Syria. It won't help ease tensions between Russia and the West. China is the world's only government with a truly global foreign policy strategy. But that strategy involves solving China's problems—not the world's.

Still, it's a strategy that speaks to some leaders' interests. "A strong China offers economic opportunities for the U.K.," says Hague.

THERE WILL BE PLENTY OF GOOD NEWS IN 2016. Crucial, long-awaited reforms will continue to advance in India and Mexico, two of the world's most important emerging markets. A strong group of leaders in East Asia will keep rivalries in check. Policy corrections in Brazil and Argentina will begin to pay dividends, even if the process of getting there is ugly. Countries in sub-Saharan Africa and Central Asia will profit from competition among the U.S., China, Europe and Japan for much-needed infrastructure investment.

But none of these good-news stories will help resolve the G-zero dilemma. Only a global emergency on a scale greater than anything we've yet seen can accomplish that—the sort of crisis that forces a new level of global cooperation based on the world's true balance of power. It might be a war, a financial crisis, a public-health threat, catastrophic terrorism, an environmental disaster. Though that crisis is approaching, we're unlikely to get there in 2016. When it finally comes, it will be the biggest story of our time. □

Human rights: The refugee flow won't stop in 2016—unless the world gets serious about fixing fragile states

By David Miliband

THIS WAS THE YEAR THE GLOBAL MOVEMENT OF people fleeing conflict finally burst onto the world's political agenda. With 20 million refugees crossing borders in 2014 and 40 million people displaced within their own countries, 1 in every 122 people on the planet has been forced from their home by conflict.

Yet for all the complaints about asylum seekers in the richer parts of the world, more than 8 in 10 refugees are actually living in developing countries—and that burden is wearing those countries down. We know what a failed state is; the disasters of Libya and Yemen come to mind. But there are a larger number of states where the delivery of basic services or the enforcement of the rule of law have been compromised by a lack of state capacity, will or legitimacy, or simply the sheer scale of the problems. They are fragile states, and they are the human and development challenge of 2016.

Fifty fragile and conflict states account for 20% of the world's population but 43% of the extreme poor (living on less than $1.25 a day). Nearly two-thirds of fragile states have failed to meet the Millennium Development Goal of halving extreme poverty by the end of 2015. And just a fifth have secured universal primary education for their children.

A New Deal for fragile states—agreed to in 2011 in the South Korean city of Pusan and endorsed by over 40 countries, development partners and civil society—produced a set of principles guiding policy and practice in fragile and conflict-affected states. But while the principles behind it are good, the New Deal has not gotten the global traction it needs to drive improved social and economic outcomes at the national and international levels.

There are three immediate priorities. First, aid. U.N. humanitarian appeals are currently only 50% funded. The result is misery and the onward flow of refugees—especially into Europe. The United Kingdom recently announced that half its overseas-aid budget of around $18 billion would in the future be devoted to helping fragile and conflict states. Other donors need to follow this example.

Second, host populations as well as refugees need help. With 59% of refugees living outside of camps among local communities in cities like Beirut, it is essential to offer broad-based help. The best route is to use cash vouchers as a humanitarian and economic tool. A study by the International Rescue Committee, of which I am the CEO, showed that $1 distributed in Lebanon delivered $2.13 to the local economy. Yet cash provision makes up less than 6% of the global humanitarian budget. Before services are delivered, we should ask whether cash could do the job better.

THE NEW EXODUS

More people around the world have been displaced from their homes than at any point since the end of World War II. In 2016 the number is unlikely to fall—especially in the Middle East, where the ongoing war in Syria will keep pushing refugees toward Europe, especially Germany.

Third, we need economics, not just social services. It is scarcely believable that the World Bank's work is limited in Jordan and Lebanon—with over 2 million refugees between them—because they are officially middle-income countries. International institutions created in a different time need to be adapted to the modern geography of poverty and need.

The World Humanitarian Summit taking place in May is a chance to bring these issues to the fore. U.N. Secretary-General Ban Ki-moon has rightly called for innovation and determination. The focus needs to be on fragile places—or they will become the failed places of tomorrow. With head as well as heart, we should respond to their call for a renovation of our efforts to help them. After all, in a global village, when we help them we help ourselves. □

Miliband is the president and CEO of the International Rescue Committee

ILLUSTRATION BY BRIAN STAUFFER FOR TIME; RENMINBI: GETTY IMAGES

Global finance: How to reinvigorate emerging economies

By Christine Lagarde and David Lipton

WITH RECESSION IN BRAZIL AND RUSSIA AS WELL as slowed growth in China, some economists have wondered whether the financial crisis that started in the U.S. in 2008 and resurfaced in Europe in 2011 is about to hit emerging-market economies in 2016. The question matters because emerging-market economies have been a vital engine of growth around the world over the past 15 years.

The reality is likely to be less dramatic but more complex. Major global events—like declining commodity prices, a stronger dollar and the normalization of U.S. interest rates—will affect emerging markets differently, so we are likely to see a wide range of economic performance. What makes this all the more complex is that many countries are facing not only near-term economic challenges but also long-term structural growth decline. International Monetary Fund (IMF) forecasts imply that emerging and developing countries are converging with advanced-economy living standards at less than two-thirds the pace we expected a decade ago. Some key countries are not on track to converge at all. That is at odds with the promise of globalization, which should generate faster convergence through increased connectivity, greater opportunities for technology transfer, more mobile and available capital, declining poverty and better education.

A NEW CURRENCY

Beginning Oct. 1, 2016, the IMF will add the Chinese renminbi to its Special Drawing Rights currency basket, a sign of China's economic power.

What is to be done now? Clearly each country must get its own house in order, and in the near term much of the needed housekeeping could be painful as countries reduce existing imbalances and adjust to low commodity prices and lost competitiveness on top of a slowing economic cycle. But decisive adjustments, along with steps that bolster the supply side of the economy—well-functioning and inclusive labor markets, openness to trade and investment, support for innovation—are needed to build the base for faster growth and convergence.

It is also becoming clear that the international community needs to reexamine what changes can be made to the global system itself, to mitigate the cyclical slowdown, reduce market volatility and tackle the widespread decline in potential growth.

Let's consider upgrades in three broad policy areas: first, to prevent capital from flowing "uphill" from poorer to richer countries, there could be greater international efforts to provide a more stable system of capital flows with better collective insurance. With stronger facilities that provide contingent funding, like those we have at the IMF, poorer countries would have less need to insure themselves against crisis by placing funds in international reserves rather than investing at home.

To make capital flows more supportive of investment and growth, there could be efforts to stem volatile, often disruptive short-term flows and to encourage more equity rather than debt-creating investment. Financial institutions may be promoting too much short-term capital flow while tax systems are encouraging too much debt.

And third, to reverse the slowing of emerging-market growth, there could be a greater sharing of technology. We urge a rethinking of the balance between intellectual-property protection and technology dissemination, as well as renewed efforts to remove obstacles to the kind of foreign direct investment that encourages knowledge transfer from rich nations to poorer ones.

Reinvigorating growth in emerging markets is important for many reasons, not the least to better tackle global challenges such as inequality and climate change. Individual countries will need to maintain stability and promote growth on their own, but the global system itself must be retooled to better support investment and growth. ◻

Lagarde is the managing director of the IMF; Lipton is the first deputy managing director of the IMF

China: Managing new challenges at home, while approaching a greater role in the global order

By Kevin Rudd

2016 IS THE YEAR OF THE MONKEY. ACCORDING to Chinese astrological tradition, monkeys are supposed to be intelligent, quick-witted, clever, ambitious and adventurous. All of these attributes will be in high demand as China negotiates the complex policy challenges before it in the year ahead.

China will be preoccupied with intense preparations for its 19th Party Congress in 2017. Other than President Xi Jinping and Premier Li Keqiang, the five other members of the existing Politburo Standing Committee—China's top leaders—will reach retirement age. There will also be a large turnover in the wider Politburo and the 205-strong Central Committee. Xi has inherited a leadership structure very much determined by his predecessors, so he will use the Party Congress to consolidate his political authority even further. The nationwide mass campaign against corruption of the past three years is likely to conclude, although anticorruption efforts will remain a core priority, central to Xi's vision of preserving party legitimacy.

Xi will also strengthen the leadership's economic team, given the imperatives of China's reform program and the strong global economic headwinds the country faces. Despite some breathless Western commentary, there will be no Chinese economic implosion in 2016. China calculates that it needs at least 6% growth to provide the job numbers, increases in income and poverty reduction required for social stability. We'll see declines in manufacturing exports, state investment and property, yet slow but gradual increases in private consumption and more-rapid growth in the domestic-services sector and IT are likely to put that 6% figure within reach. Just to make sure, Chinese leaders are embarking on not-insignificant fiscal and monetary expansion—a sign they will do whatever it takes to stay above the 6% threshold.

In its own neighborhood, China appears to have concluded that recent policies in the East and South China Seas have produced more problems than they are worth. The country is embarking on a new diplomatic offensive in the region, one designed to lower the regional temperature, hence high-level diplomacy with Japan, Korea, Vietnam and the Philippines, together with Xi's historic meeting with Taiwan President Ma Ying-jeou. China's strategy is designed to challenge the underlying rationale for the U.S. to "rebalance" to Asia, reflected in U.S. naval deployments in the South China Sea and deepening security engagement with Chinese neighbors. Beijing also wants to avoid any easy pretext for another debilitating round of public "Sinophobia" during the U.S. presidential campaign.

A CHANGING ECONOMY

China's rapid growth has been built mostly on manufacturing and export industries. But President Xi Jinping is moving to shift the country's economy to one built more around services and domestic consumption. That will be more sustainable over the long term.

Globally, we will continue to see a more confident, activist Chinese foreign and economic policy. Xi's unprecedented rounds of summits in Europe, Asia, Africa and Latin America reflect a perception of China as the indispensable global economic power. So too with the flurry of large-scale Chinese economic initiatives, like the Asian Infrastructure Investment Bank, the BRICS Bank and the "One Belt, One Road" initiative. Beijing will use 2016 to consolidate these programs rather than launch anything new on a similar scale.

Within the existing multilateral system, however, China is likely to become increasingly forward-leaning, leaving behind Deng Xiaoping's doctrine of "hide your strength, bide your time, never take the lead." The West, rather than attacking Chinese multilateral activism, might consider welcoming it. It may help strengthen the existing, deeply challenged institutions of global governance, like the U.N., the IMF, the World Bank, the WTO and the G-20. Otherwise, the gap between the growing demand for effective global governance and its supply will widen. And that doesn't help anybody. ◻

Rudd is the 26th Prime Minister of Australia and president of the Asia Society Policy Institute in New York

ILLUSTRATION BY BRIAN STAUFFER FOR TIME; FLAG: REUTERS

Media: Storytelling—both fiction and nonfiction, for good and for ill—will continue to define the world

By James Murdoch

WE HAVE EXAMPLES OF TRANSFORMATIVE storytelling all around us.

In the U.S. and elsewhere, advocates for same-sex marriage told deeply personal stories of the bond between human beings, setting the stage for legal and legislative victories celebrated under the banner "love wins."

The TV news series *Satyamev Jayate* (Truth Alone Prevails), hosted by the Bollywood star Aamir Khan, has proved to be a phenomenon in India. It has moved a nation and is credited with changing laws through its sensitive yet unflinching treatment of some of that country's most entrenched taboos, from female infanticide to official corruption.

Years before the election of President Barack Obama, tens of millions of Americans experienced their first black President on the thriller *24*. They challenged their preconceptions about same-sex couples through *Modern Family* and grappled with the paradoxes of the war on drugs by watching *The Wire*.

THE DIGITAL CALIPHATE

ISIS has developed an unparalleled ability to use the tools of social media to spread its toxic message online.

Storytelling isn't always positive. In the midst of the chaos of Iraq and Syria, ISIS masterfully tells its story of blood-soaked vengeance against supposed oppressors in their own lands and those from the West. Its stories sow the seeds of unspeakable atrocities from Raqqa to Paris.

Entrenched and compromised interests spin the fiction that science is more divided than united, and they sow seeds of uncertainty on issues of unquestionable priority: namely, the survival of our species on this planet.

Political hopefuls, for high office and otherwise, create elaborate narratives that they themselves don't believe.

Stories matter.

In 2016 and beyond, those who wish to create a better world will have to make storytelling the center of their efforts, not an afterthought. It's clear that economic and military might will always be the key levers of statecraft. But more than ever before, swift and dramatic change is being driven by powerful narratives that crisscross the world at the speed of a click or a swipe.

Underlying this change is the empowerment of ordinary people: citizens, mothers, sons, all of us. Once, consumers had limited points of access to information and content, and powerful state and commercial institutions guarded the gates. That time is over.

In 2016, from Lhasa to Tehran to Odessa, people will continue to seek and find forbidden things. In this connected world, the game is up. Censors cannot hide, and their victims have decided, and are empowered, not to take it anymore. Italo Calvino had it right in *If on a Winter's Night a Traveler:* "In the decree that forbids reading there will be still read something of the truth that we would wish never to be read."

As the example of ISIS proves, the state's loss of control of narrative is not an unequivocal blessing. But it shouldn't be feared. We should embrace the clash of narratives in a free and ungovernable global conversation. Over the next 12 months, this duel will be joined—and the outcome is unfortunately up in the air.

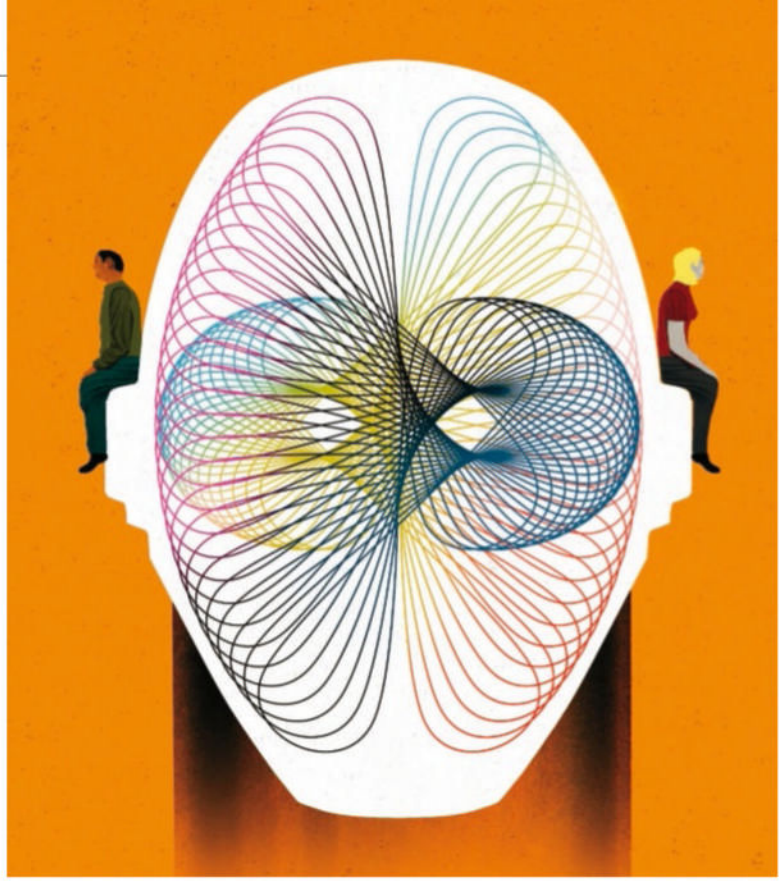
We will have to see if 2016 will be a year in which stories of anger, grievance, resentment and scapegoating of the "other" are ascendant, or whether stories of the power of love, empathy and hope for a better future rule the day.

All sides will have generally equal access to the tools and platforms needed to tell their stories. People themselves will ultimately decide the winners and losers. In this age of narrative, the stakes have never been higher. □

Murdoch is the CEO of 21st Century Fox

Technology: Inventive artificial intelligence will make all of us better

By Eric Schmidt and Jared Cohen



THE NEXT GENERATION OF ARTIFICIAL intelligence (AI) promises to have an impact as big as the mobile revolution or the Internet revolution before that. The positive opportunity before us is virtually boundless—but for AI to meet its vast potential, it will require the right approach.

AI is already revolutionizing our lives. It can detect patterns that humans can neither see nor anticipate. English speakers can make phone or video calls to speakers of Hindi or Chinese. But the next leap will be Inventive AI—machines trained on a given data set that can tackle a wider range of problems. As society grapples with the increasing volume and complexity of information, more-flexible AI will play a key role in helping us. Eventually it will be possible to give a computer unstructured data—say, spreadsheets used to manage business records—and receive quality advice on improving operations. All it will take is a training data set that is large enough, computers that are big enough and algorithms that are adaptable enough.

Imagine an adaptive learning system that analyzes medical records for hospital patients. AI could sort through a patient's entire medical history in an instant, offering relevant information quickly to doctors—preventing a negative reaction to a medication, for instance. AI could also highlight a pattern of risk factors and allow the medical team to achieve better results through preventive care and early detection of disease. These benefits might not result from specific questions a doctor posed to the AI. The software would do it proactively, saving the doctor's time—and maybe saving lives.

But though computers can assist us, they are not like us. We can make value judgments, think introspectively and, in truth, compare apples to oranges. Our wealth of experience gives us creativity—but it also makes us vulnerable to accumulating conscious and unconscious biases. In contrast, AI systems today receive their "training" using very specific collections of relevant data. These data sets can be large but are inherently much more limited than human experience. That can be a plus—AI does not have the complex emotions that guide human decisionmaking, so it could avoid most if not all of these inherent biases.

Based on the work of DeepMind, which is involved in AI research, we believe that makers of AI should adhere to the following principles. First, AI should benefit the many, not the few. In practical terms, AI has the potential to help the doctor and the patient, the business and the employee. As a society, we should make use of this potential and ensure that AI always aims for the common good.

AN AI THAT GETS BETTER

Inventive AI like one of DeepMind's algorithms can learn to play many 1980s Atari video games through simple repetition, modifying its tactics for each game to improve its score without ever being told the rules—something older AIs like IBM's Deep Blue couldn't do.

Second, AI research and development should be open, responsible and socially engaged. As we continue developing AI, new questions will continue to arise, and we will need to answer them collaboratively, including everyone from engineers and scientists to philosophers and activists. In particular, those whose industries will change as a result of AI will need to be part of this global conversation.

Third, those who design AI should establish best practices to avoid undesirable outcomes. Is a system doing what we need? Are we training it using the right data? Have we thought through the way any system might yield unintended side effects—and do we have a plan to correct for this? There should be verification systems that evaluate whether an AI system is doing what it was built to do.

We are building tools that humans control. AI will reflect the values of those who build it. Ultimately, our dream for AI is to give people more choices about how they live their lives. Under our control, it can take the drudgery out of work and free up many more hours for creative pursuits. And applied collaboratively, AI could help bring about solutions to the world's most complex problems.

In the end AI is technology, and technology is just a tool. It's up to us to use that tool well—to harness its power to improve our lives, and the lives of people everywhere. □

Schmidt is the executive chairman of Alphabet Inc.; Cohen is the director of Google Ideas

ILLUSTRATION BY BRIAN STAUFFER FOR TIME

IN THE ARENA

Hillary Clinton is strong on fighting ISIS—but Democrats don't seem to care

By Joe Klein

HILLARY CLINTON HELD A TOWN MEETING IN SALEM, N.H., on the December evening after Donald Trump made nearly everybody crazy by proposing that Muslims be barred from entering the U.S. The event was well attended and enthusiastic. Grandmothers—at least, women of a grandmotherly age—stood on their chairs, cheered and took pictures of the candidate. At a moment when Republican pyrotechnics get almost all the media attention, it is important to remember that Clinton's core constituency is as passionate as Trump's. But very different.

After criticizing Trump briefly, with a stray shot at Marco Rubio, Clinton went straight to questions. Dozens were asked. But there was not a single one about radical Islamic terrorism, not a single one about the need to rethink national security in an era when the jihadis have switched tactics and are attacking low-security targets—theaters and restaurants in Paris, Christmas parties in San Bernardino.

What were the questions about? Genetically modified food. Climate change. Gun control. Whether ExxonMobil suppressed information about carbon pollution. Voting rights. Mental health. Student loans. Immigration (family preservation, not border control). Preserving Social Security and Medicare. Taking care of veterans (with the assumption that veterans are victims of the military-industrial complex).

Now, some of these are important issues. But the Democrats' unwillingness to think, or ask, about the single most immediate threat to our country was stunning—or perhaps, all too predictable. There is as little nuanced thought about national security among left-liberal Democrats as there is about border control among Trump supporters.

Several times Clinton tried to steer her answers toward the topic, but the crowd resisted. And it occurred to me that Clinton might actually be taking a risk with the Democratic base when she talks about national security, which she has been doing quite a bit recently. She has given three meaty speeches since the Paris attacks—tough, detailed proposals for fighting ISIS, keeping the heat on Iran and protecting the homeland. In sum, they represent a more comprehensive effort to deal with these issues than attempted by all the Republican candidates combined, although Jeb Bush comes close and—he'll hate me for saying this—his positions on these issues aren't all that different from hers.

Clinton's speeches have been partisan. "Shallow slogans don't add up to a strategy," she said at the University of Minnesota on the afternoon of the Republicans' Las Vegas debate. "Promising to carpet bomb until the desert glows doesn't make you sound strong. It makes you sound like you're in over your head." And she's been quick to excoriate the Republicans for their failure to include gun-control measures in their antiterrorist rants: "If you're too dangerous to fly, you're too dangerous to buy a gun, period."

ACQUIRING TARGET

'Promising to carpet bomb until the desert glows doesn't make you sound strong. It makes you sound like you're in over your head.'

HILLARY CLINTON, in Minneapolis, Dec. 15

But the speeches are also studded with passages that would make Bernie Sanders supporters cringe. She favors embedding U.S. troops with the Iraqi army. She favors an expanded target set in the air war. She has gone where no Republican has ventured in criticizing the Saudis, who, she told the Council on Foreign Relations, "need to stop their citizens from directly funding extremist organizations, as well as the schools and mosques around the world that have set too many young people on a path to radicalization."

And she's been tough on Iran too. "There will be consequences for even small violations" to the nuclear deal, she told a Brookings Institution audience. "Our approach must be distrust and verify." Indeed, she slipped and said she wouldn't rule out a "nuclear" response if Iran violated the deal. Justice Stephen Breyer, sitting in the audience, corrected her: "a military response," he suggested, using the appropriate term of art; Clinton quickly redacted herself.

THIS IS NOT to say that Clinton has been running a fabulous campaign. In some ways, she's been as cowardly on domestic policy as she's been bold on national defense, caving to her party's special interests on trade, education and government reform. And she did make some serious foreign policy mistakes as Secretary of State, including her support for regime change in Libya. But given the dovish cast of her party, Clinton's persistent, and intelligent, speeches on national security have been the equivalent of her husband's Sister Souljah moment in 1992—a direct challenge to the party's base. And the Republicans, who seem to think that merely mentioning Clinton's name is enough to discredit any policy she favors, may be in for a general-election surprise. □

SCOTT OLSON—GETTY IMAGES

learn more at microsoftcloud.com

This cloud stands up
to any storm.
Microsoft Azure scales to enable AccuWeather to respond to 10 billion requests for crucial weather data per day. This cloud rises to the challenge when the weather is at its worst.
This is the Microsoft Cloud.
Microsoft Cloud

01. POWER

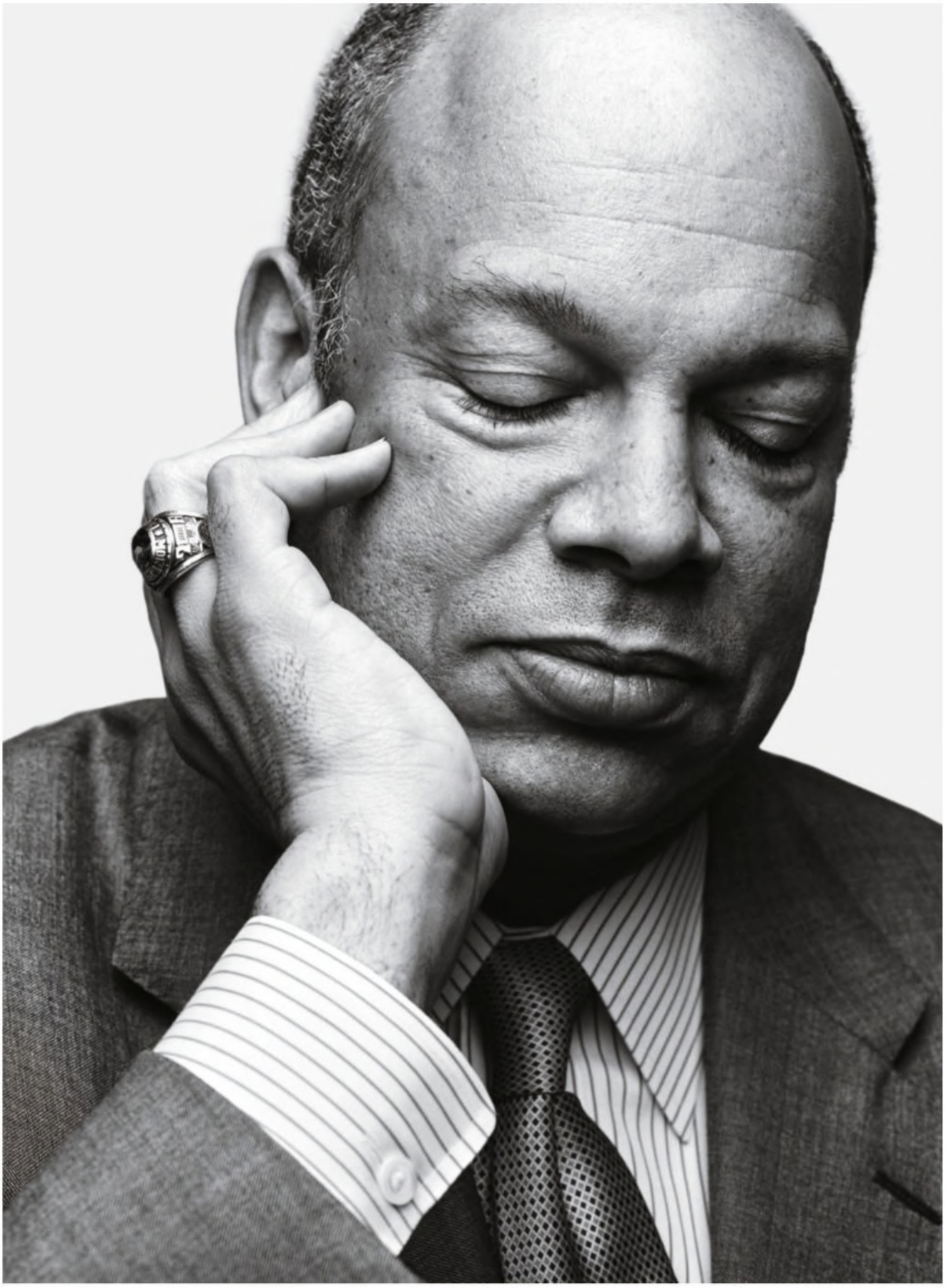
JEH JOHNSON TACKLES THE NEW TERRORISM

plus

LGBT RIGHTS
The movement's growing pains

THE ECONOMY
Growth or recession?

PAUL RYAN
His big plans to fix the House



PHOTOGRAPHS BY MIKE MCGREGOR FOR TIME

Homeland security, ISIS and the fight against fear

JEH JOHNSON SEES THE WAR ON TERROR COME HOME / BY MASSIMO CALABRESI

01.

IN THE THREE YEARS before Tashfeen Malik and her husband killed 14 people in a shooting rampage in San Bernardino, Calif., on Dec. 2, the U.S. Department of Homeland Security (DHS) had at least three opportunities to identify her as a threat. During that time, Malik sent messages to friends discussing violent jihad and martyrdom, according to the FBI, and on multiple occasions DHS reviewed her applications for a "fiancé visa" and green card. But the department never saw the private messages and never flagged her as dangerous.

It turns out DHS wasn't even looking, thanks in part to the civil-liberties concerns of the very man responsible for ensuring that such threats never make it to U.S. shores. As early as 2011, DHS officials were blocked from accessing even public social-media sites, let alone private messages, for fear they would waste time at work or endanger the security of government computer systems, according to a memo obtained by MSNBC. When Homeland Security Secretary Jeh Johnson was asked to end the policy for some officials who were charged with reviewing visa applications in early 2014, he declined, citing privacy concerns, according to a former senior department official interviewed by ABC News. Instead, Johnson says, the agency started a pilot project to include partial reviews of social media, adding, "We consult a variety of different law-enforcement and intelligence-community holdings."

A lot has changed in the world of terrorism since 9/11. Fifteen years ago, social media didn't exist and the most dangerous terrorists hatched elaborate and spectacular plots abroad. Now terrorist networks like ISIS crowdsource jihad, advertising on Twitter and Facebook and urging their followers to strike innocent civilians around the globe. The enemy lives peacefully in nearby neighborhoods and hides behind core values of family, free speech, religion, gun ownership and privacy. From the Boston Marathon bombers to the San Bernardino shooters, jihadists inspired from abroad have found that the Constitution protects not only rights but also plots—a kind of legal human shield. Conspiracies that take shape deep in our society dare us to abandon our values in pursuit of them.

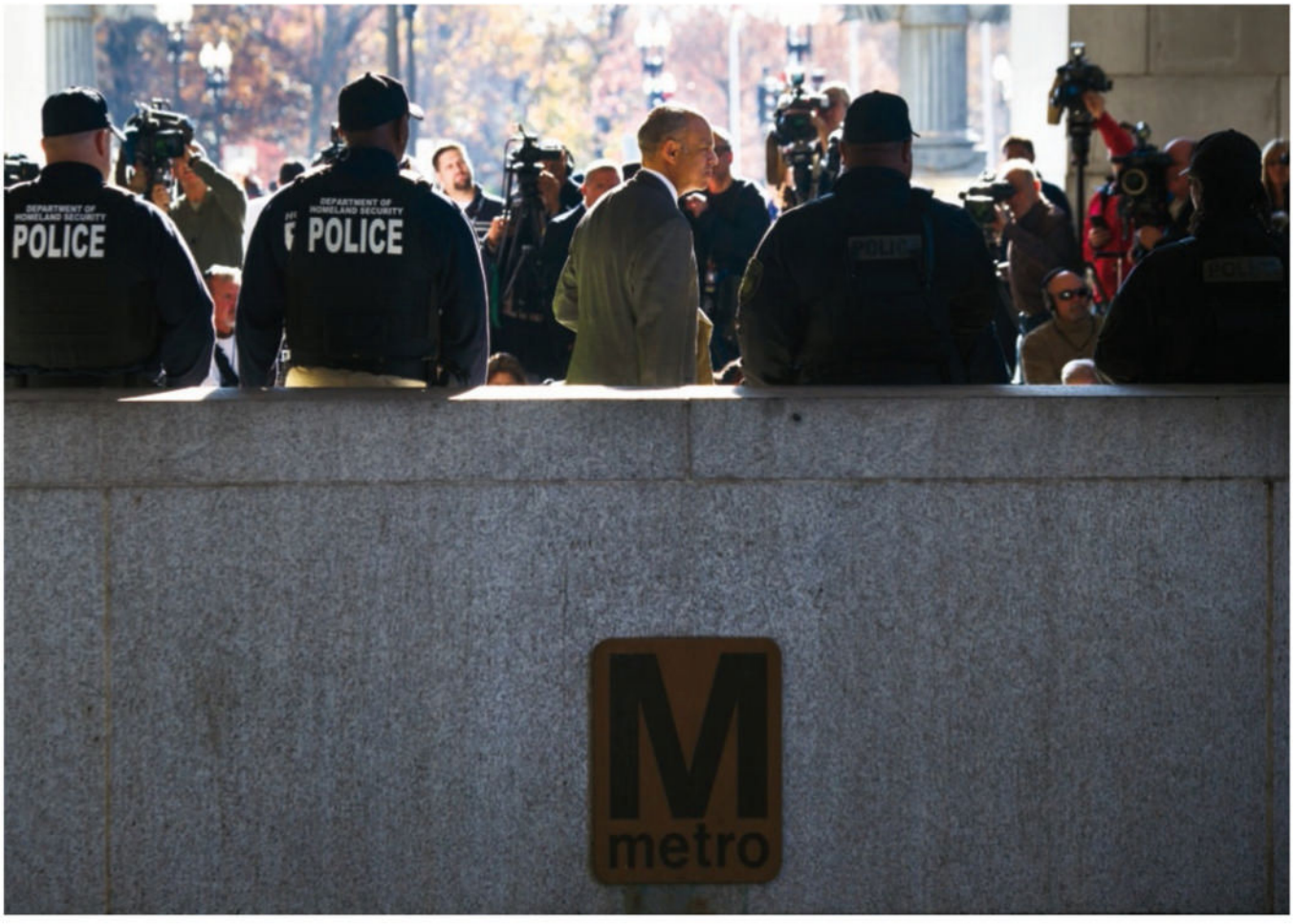
For many Americans, the result is an amplified fear of both terrorists and tyrants. The country is petrified of radical jihadists but also convinced that government intrusions on personal rights are almost as dangerous. Liberals see encroachment on Fourth Amendment protections against unwarranted searches; conservatives see a constant threat to the Second Amendment's right to bear arms. That in turn means easy access to weapons for those on the terrorist no-fly list, limited surveillance of even public speech and a rising atmosphere of fear that enables the clumsiest of bomb hoaxes to shut down the entire Los Angeles school system for a day.

All this explains why Johnson, 58, has possibly the hardest job in America. A high-powered lawyer and former fundraiser for Barack Obama, he is a cautious, sometimes political pragmatist on the front lines in the war on terror. He says he understands the new threat and the country's fear of it and is always mindful of the need to balance security with the principles of freedom. "When you see a new phase in a global terrorist threat, when you see a new front being opened, there's an understandable anxiety," Johnson says, sitting in a bland conference room in the sprawling Ronald Reagan Building in downtown Washington. To answer that anxiety, he must convince Americans that the famously dysfunctional DHS can protect them without sacrificing their civil liberties. So far, it's not going well.

Johnson has had a unique view of the changing terrorist threat. During Obama's first term, he served as Pentagon boss Robert Gates' top lawyer,

ESTEEMED LINEAGE

Johnson's grandfather Charles Johnson was a noted sociologist and the first black president of Fisk University



Johnson speaks with the media at Washington's Union Station before riding Amtrak on the day before Thanksgiving

becoming known as a hawk on the hard question of when it was legal to go after al-Qaeda suspects away from the battlefields of Afghanistan and Iraq. (His answer: often.) Once, recalls a former senior military official, commanders sought permission to go after a suspected al-Qaeda leader in a country in Africa. Johnson not only gave the legal green light for the operation but suggested two other associates whom the Special Forces should remove from the battlefield while they were at it. It was, says the officer, "very unusual for the legal counsel to be that forward-leaning."

Over the course of his four years at the Pentagon, Johnson approved dozens of such requests, including the operation that resulted in the death of Osama bin Laden. The military's success against al-Qaeda meant that after Obama's re-election in 2012, the Administration could once again imagine rolling back the extraordinary powers that George W. Bush pursued in the years after 9/11, and perhaps even ending the war on terrorism. In November 2012, with al-Qaeda on the ropes, Johnson told an audience at Oxford University in England that eventually the war on terrorism would end and its special provisions would need to be curbed. When a sufficient number of al-Qaeda leaders and operatives had been killed or captured, he said, "We must be able to say to ourselves that our efforts should no longer be considered an 'armed conflict.'"

Johnson squirms a bit when reminded of the speech today. "Clearly, those remarks in 2012 did not contemplate the environment we are in now," he says. What happened in the interim? ISIS. After embracing the chaos of Syria to gain strength, the group swept back into its home base of Iraq in 2014. Its battlefield successes drew stepped-up military attacks from countries including the U.S., France and Russia. In turn, ISIS attacks in 2015 killed more than 1,200 civilians outside of Iraq and Syria.

ISIS's savvy use of social media has turned the rising conflict with the West into a source of armed recruits on the battlefields of Iraq and Syria. More ominously, its steady message of a god-sanctioned, apocalyptic confrontation between Islam and the West has given rise to self-radicalized followers in countries around the world who are almost impossible to find before they turn violent, a kind of fifth column for the Internet age.

In his current job, Johnson finds himself charged with defending the U.S. against that threat: keeping ISIS-trained foreign terrorists out of the country and ISIS-inspired domestic ones off U.S. planes and trains. It's hard. Every year the U.S. admits more than 170 million travelers, and about 40 million

PREVIOUS PAGES: CONTOUR BY GETTY IMAGES; THIS PAGE: CLIFF OWEN—AP

immigrants live in the U.S. Harder still is finding terrorists among the country's 330 million citizens and permanent residents. A recent report by researchers at George Washington University found that 71 ISIS followers have been arrested for supporting the group since March 2014, and the vast majority of them were U.S. citizens or permanent residents. "This new phase requires a whole new approach to counterterrorism and homeland security beyond the traditional responses," Johnson says. That means closer work with local law enforcement and communities where threats may appear long before they are visible to federal authorities.

'This new phase requires a whole new approach to counter-terrorism.'

Jeh Johnson, DHS Secretary

Johnson's immediate challenge is reforming an agency that never came to grips with the mission it was designed to accomplish in the first place: stopping another 9/11 by groups like al-Qaeda. DHS is a motley accumulation of 22 different agencies, including Customs and Border Protection, the Coast Guard and the Federal Emergency Management Agency. Among the scandals Johnson has struggled with on his watch are the prostitution and DUI scandals at the Secret Service; the Transportation Security Administration's inability to spot bombs or weapons on passengers or in checked bags; and a morale funk that leaves DHS ranking last, again, in a recent survey seeking the best place to work among 19 big federal agencies.

01.

So far Johnson has proposed unremarkable reforms to fix the agency and address the threat. He's upped security at federal installations and boosted information sharing with state and local officials. Over the past year, he added new requirements to the visa-waiver program, which allows citizens of certain countries to enter the U.S. without prior screening. After the DHS inspector general found that TSA missed potential threats 96% of the time at passenger checkpoints in airports, he reassigned the head of TSA and imposed a 10-point plan aimed at fixing the problem. When ISIS claimed responsibility for downing a Russian airliner in Egypt on Oct. 31, Johnson imposed new restrictions on flights from some Middle Eastern countries.

Johnson's hardest challenge, though, may be fighting America's upsurge of fear. Late in the year, he unveiled a tweak to the terrorist warning system that will provide bulletins on potential threats. But there's no good playbook for the hand-holding part of the job, and Johnson says he relies on a combination of personal and professional history to guide him.

BORN IN NEW YORK CITY in 1957 to a respected academic family, Johnson grew up in an affluent environment and attended top schools, graduating from Columbia Law School and joining a leading firm, Paul, Weiss. He married his childhood neighbor and has two college-age kids, one of whom is serving under him in the Coast Guard. Johnson's first exposure to homeland-security issues came when he was an assistant prosecutor in the U.S. attorney's office in Manhattan, where he tried high-profile cases, including one against a corrupt immigration official. After returning to his law firm in the early 1990s and rising to make $2.6 million a year as its first African-American partner he served in the Clinton Administration and later became a big fundraiser for Obama in 2008. He is sometimes mentioned as a possible candidate for statewide office, though he denies the ambition.

The polished and confident persona Johnson developed over his career serves him well when it comes to reassuring the public. Soon after the Paris attacks, he took to Amtrak on one of the busiest days of the year, walking the aisles and greeting passengers. He's turned relations with Congress around after years of strained interactions with overseers. Delaware's Tom Carper, the ranking Democrat on the Senate Homeland Security Committee, praises Johnson for his "cool confidence."

Public shows of steadiness go only so far when the department he leads is as screwed up as DHS. Colleagues in the Obama Administration point out that for all his talk of counterterrorism, Johnson is responsible for spotting bad guys, not busting them—that's the FBI's job—and say he should focus on DHS's problems, not public appearances. "He's got this facade where he's a knight in shining armor who's going to save the country, and behind him there's this organization that's crumbling," says one national-security official.

But in a war that is partly about just how many values Americans are willing to sacrifice in pursuit of the enemy, appearances matter. That's especially true when fear is outstripping the actual threat. The risk Americans face from terrorism is extremely low: they are vastly more likely to freeze to death or die falling down stairs, for example, than to become a victim of a terrorist attack. Johnson thinks a calm public persona can help put the danger in perspective. "When you explain to people what you're doing," he says, "they will understand that in a free and democratic society, you cannot erase all risks."

The evolving nature of the threat is likely to push the feds into taking more-invasive steps. Both the Boston Marathon bombing and the San Bernardino attacks involved family members (brothers in Boston, a husband and wife in California). These are "networks" that are hard to crack. In the face of the threat that has so quickly found sanctuary in the most protected corners of U.S. society, Johnson is still adjusting. Asked about the need to search social media in the wake of the San Bernardino attacks, Johnson says he's looking at more aggressively scrubbing Facebook posts and Twitter feeds. The question is whether such deliberate caution will reassure Americans or worry them even more. ◻

You don't have to be perfect to be a perfect parent.

There are thousands of teens in foster care who don't need perfection, they need you.

AdoptUSKids Ad Council

888-200-4005 / AdoptUSKids.org

the year ahead in power

2016 CALENDAR

january

1/1 The Netherlands assumes the presidency of the Council of the European Union for a six-month term **1/12 President Obama delivers his final State of the Union address 1/16 Taiwan holds a presidential election 1/20–1/23 World Economic Forum gathers leaders at its annual meeting in Davos,** Switzerland **1/24 Portugal picks a new President**

february

2/1 Iowans vote in the **first U.S. presidential caucuses 2/8 Chinese New Year rings in the year of the monkey 2/9 New Hampshire hosts the first Democratic and Republican presidential primaries 2/12–2/18 Pope Francis arrives in Mexico for the first papal visit since 2012 2/17 Cities submit their vision for hosting the 2024 Summer Olympics 2/26 FIFA officials meet in Zurich** to choose a new leader to replace scandal-plagued Sepp Blatter **TBD** Cuba's Raúl Castro will make an official visit to Paris

march

3/1 Voters head to the polls for Super Tuesday during presidential primary elections or caucuses in 13 U.S. states **3/3–3/24 New Zealand holds a referendum** on changing its flag **3/5 The College Board launches a revised SAT that no longer penalizes students for incorrect answers 3/31–4/1 The fourth Nuclear Security Summit** on preventing nuclear terrorism is held in Washington

april

4/4 The Bridgegate trial, featuring associates of New Jersey Governor Chris Christie, begins **4/10 Peru chooses a new President to replace Ollanta Humala 4/21 Britain's Queen Elizabeth turns 90 4/23** The **400th anniversary of William Shakespeare's death 4/26 Baltimore holds its first mayoral primary election** since 2015's riots following the death of Freddie Gray

may

5/2 Canada launches a reinstated long-form census 5/5 London voters decide on a new mayor 5/26–5/27 Japan hosts the Group of Seven (G-7) summit

june

6/15 The annual *Fortune* 500 list is released **6/20** The U.N. commemorates **World Refugee Day TBD British Prime Minister David Cameron is aiming for a referendum on whether the U.K. should stay in the E.U., but it could be pushed back TBD** Australia expects to end the long search for missing Malaysia Airlines Flight 370

july

7/1 Slovakia assumes the presidency of the Council of the European Union **7/8–7/9 NATO holds a summit** in Warsaw **7/18–7/21 The Republican Party chooses a presidential nominee in Cleveland 7/25–7/28** The Democratic Party meets in Philadelphia to select a presidential nominee

august

8/9–8/16 The World Social Forum, which gathers nongovernmental

Supreme Court watch

Rulings to look for in 2016

Fisher v. University of Texas
Affirmative action

Friedrichs v. California Teachers Association
Unions

Kansas v. Carr
Death penalty

Evenwel v. Abbott
Voting rights

Whole Women's Health v. Cole
Abortion

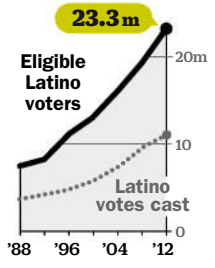
GETTY IMAGES (8)

Who turns out?

ELECTIONS ARE DECIDED BY THE VOTERS WHO SHOW UP. HERE ARE DIFFERENT THEORIES ABOUT THE KEY TO WINNING 2016

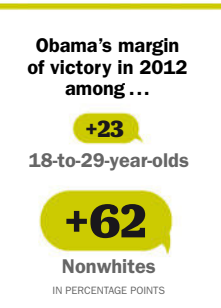
By Michael Scherer

This expanding demographic voted 71% for Barack Obama in '12.



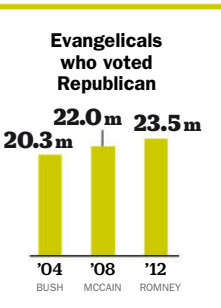
Jeb Bush and Marco Rubio argue the GOP must make Latino inroads to win. Fluent Spanish and family roots could help.

Obama proved twice that he could get these groups to the polls.



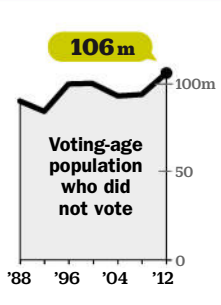
Hillary Clinton hopes to repeat Obama's success by talking about gun control, justice reform and college aid.

Churchgoers are a reliable, though static, core of the GOP base.



Ted Cruz argues that his hard-right message will bring the roughly half of born-again Christians who don't vote to the ballot box.

Only 55% of eligible voters cast a ballot in '12, down from 58% in '08.



Donald Trump cites ratings for GOP debates and his TV show *The Apprentice* to argue he can turn out those who tune out politics.

SOURCES: PEW; NEW YORK TIMES; UCSB; CORNELL UNIVERSITY

organizations and social-issues advocates, meets in Montreal **8/25 The National Park Service celebrates its 100th birthday** **TBD** Mark Zuckerberg and wife Priscilla Chan open a private nonprofit K-12 school in East Palo Alto, Calif., that will offer free health care to all students

september

9/11 The U.S. marks 15 years since the **2001 terrorist attacks** **9/13 The U.N. General Assembly convenes in New York City for its 71st regular session** **9/18** Russia holds **parliamentary elections** several months earlier than usual in a move seen to benefit President Vladimir Putin

october

10/7–10/9 World Bank and IMF annual meetings happen in Washington **10/17–10/20** Habitat III, the U.N.'s Conference on Housing and Sustainable Urban Development, convenes in Ecuador **TBD Nobel Prizes are announced, including the Nobel Peace Prize**

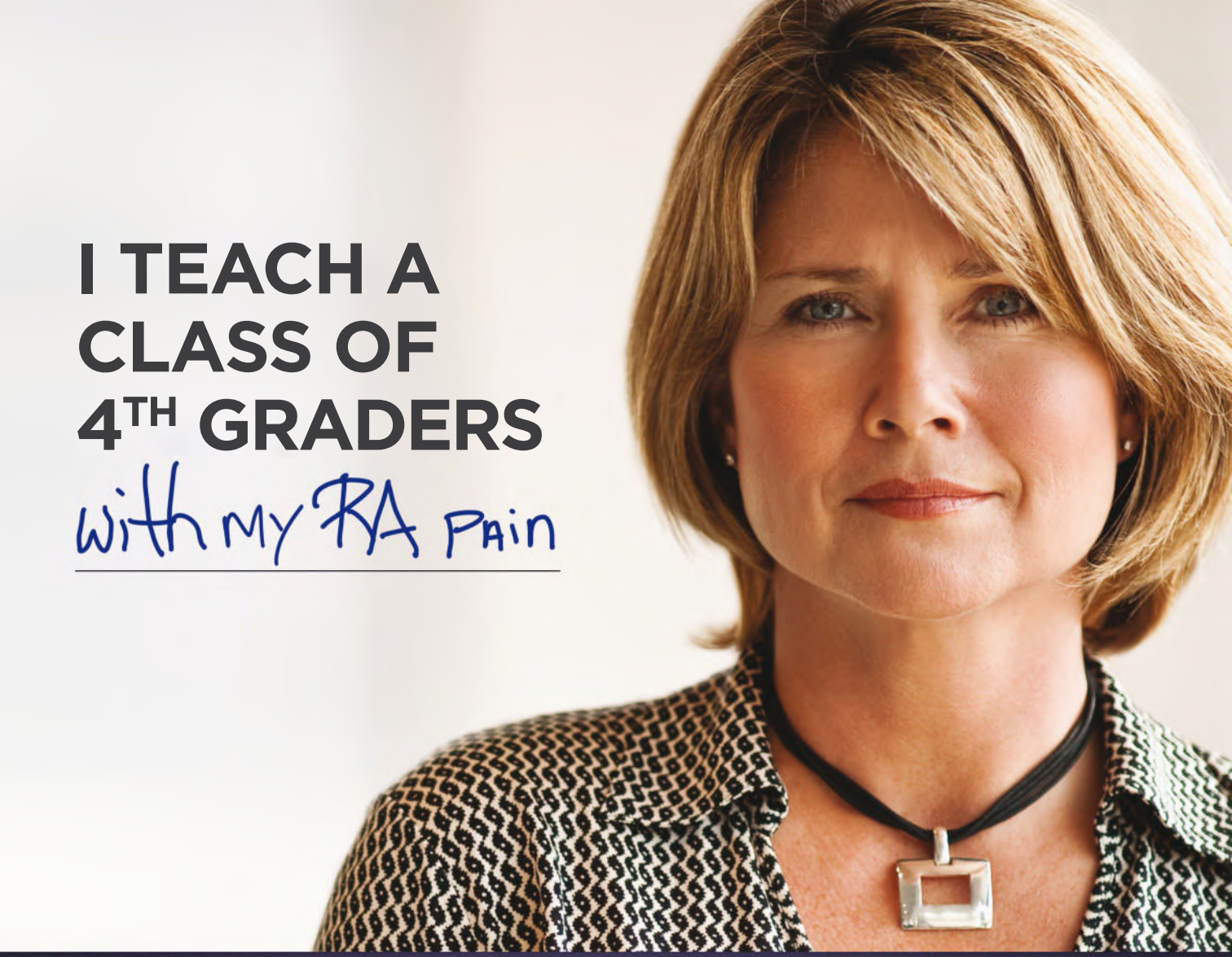
november

11/4–11/5 China hosts its first **G-20 summit in Hangzhou, Zhejiang** **11/7 Ghana holds its presidential election** **11/8** Nevada votes on legalizing recreational marijuana and regulating it like alcohol **11/8 The U.S. picks a new President** **TBD** President Obama becomes the first U.S. President to visit Laos when he attends the Association of Southeast Asian Nations (ASEAN) conference

december

12/31 The minimum wage for New York's government and fast-food workers rises to $12 per hour in New York City and $10.75 per hour elsewhere in the state **TBD** TIME names its Person of the Year **TBD The U.S. is scheduled to begin drawing down troops in Afghanistan, reaching about 5,500 by the end of 2016 or early 2017**

Compiled by Julie Shapiro and Merrill Fabry



IT'S NOT OK TO JUST GET BY WITH RA PAIN.

Nobody chooses to have RA, but you do have control over how you live your life with it. If you feel like you're just getting by, talk to your doctor. But keep in mind that patients and rheumatologists often think about RA in different ways. Rethinking how you have the conversation could make a difference in what your doctor recommends.

Visit **RethinkRA.com** to order your free **RethinKit** today.

Pfizer Copyright © 2014 Pfizer Inc. All rights reserved. April 2014 TRA563107-01

ADVERTISEMENT

Introducing the REAL SIMPLE® weeknight meal planner

Takes "What's for Dinner?" Off Your Plate!

Here's how it works:

1. **Get your plan** — Each Friday you'll be emailed 5 easy, delicious recipes selected by REAL SIMPLE editors
2. **Shop and Save** — You also get a complete grocery list organized by ingredient to streamline your planning and prep time
3. **Relax and Enjoy** — Meal planning and grocery lists are off your to-do list

Get Started Today! Go to:

realsimple.com/getmealplanner

©2016 Time Inc. REAL SIMPLE is a trademark of Time Inc., registered in the U.S. and other countries.

01.

Growing pains for the LGBT march

CAUTION AND CONCERN AMONG ACTIVISTS AFTER A YEAR OF BIG WINS

By Philip Elliott / Las Vegas

'WE CAN EITHER BE IDEOLOGICAL PURISTS OR WE CAN BE PRAGMATIC.'

Scott Miller, LGBT activist

BY ALL MEASURES, 2015 WILL BE REMEMBERED as a banner year for LGBT rights in the U.S. The Supreme Court gave gays and lesbians the right to wed. Popular culture and public opinion continued to embrace transgender identities and same-sex relationships. Corporate advocacy beat back state religious-freedom laws that would have provided a defense for discrimination. And there are more than 450 openly gay elected officials currently serving across the country.

But backers don't expect the good news to continue, at least in the short term. Donors, activists and LGBT elected officials who gathered at the end of the year in Las Vegas to take stock of the movement were surprisingly grim on the prospects for 2016. "We don't have time to sit around and pat ourselves on our backs," said Aisha Moodie-Mills, the president and CEO of the Gay and Lesbian Victory Institute. "As we're doing that, our opposition is running vile, hateful, nasty campaigns and getting rid of basic human-rights protections."

There are many good reasons for their pessimism, and none of them are simple. Washington politics remains deadlocked, with Republicans unwilling to back advocates' next big goal: a law that would make it illegal to fire, evict or expel LGBT individuals because of who they are. Odds aren't much better in cities or states, either. Local conservatives, meanwhile, are preparing counterassaults to mirror the one they led in November, when voters in Houston stripped legal protections from LGBT citizens. Their focus? A campaign featuring the idea of predatory men loitering in women's bathrooms. To top it off, there are emerging divisions among LGBT leaders on how best to maintain the momentum and who should lead the next stage of the effort.

Most agree that the fight will have to extend beyond Washington and state politics in the short term. Under current laws, many Americans can still be fired from their jobs, evicted from their homes or denied credit because of their sexual identity. But efforts by Oregon Senator Jeff Merkley and his allies to create new federal protections have not found a single Republican supporter in a Congress where the GOP calls the shots. "This Congress right now can't keep their lights on, let alone pass the Equality Act," says Chad Griffin, the head of the nation's largest LGBT-rights group, the Human Rights Campaign. Instead, Griffin is laying the groundwork for after the 2016 election, assuming a Democratic President wins.

The key to making inroads with the GOP, activists believe, will be attracting new corporate

A man holds a gay-pride flag in San Francisco in 2008, when same-sex marriage first became legal in California

support, like the advocacy from businesses and community groups that helped sink plans in Indiana and Georgia to make religion a legal justification for discrimination. But some now worry that the corporate backing could ebb in the face of renewed efforts to create religious carve-outs. Georgia conservatives are aiming to try for new legislation again in 2016, and the corporate objections have yet to publicly materialize again, although business leaders have unveiled studies that suggest the legislation could have an economic impact as high as $2 billion each year. Such financial arguments, which were tried in Houston, may not be enough to override deeply held religious beliefs. "There are limits to [how far] you can move the needle before religion steps in," says Alex Wan, an openly gay member of the Atlanta city council.

Identity politics is also starting to cause friction within the gay-rights movement itself. Activists have begun objecting to the fact that the movement is still largely led by white men of means and has not focused enough on transgender issues and financially insecure populations. Groups are also struggling with a funding shortfall, especially from low- and mid-dollar donors. "Marriage blocked out the sun because that was the thing that people who were otherwise financially secure wanted," said Nadine Smith, co-founder and CEO of Equality Florida. "The funding has dried up for what remains on the agenda."

But not completely. Even after the Supreme Court's ruling, the Human Rights Campaign still sold out its annual black-tie dinner in Washington. Software entrepreneur Tim Gill and his husband Scott Miller plan to spend $130 million over the next five years on advocacy—on top of the $327 million they've already given. "We can either be ideological purists or we can be pragmatic," said Miller.

On the top of the list: continuing to win hearts and minds in a country where 28% still think consenting adult same-sex relationships should be illegal. "If merely passing a law meant that everyone would behave a certain way, you wouldn't need police, you wouldn't need judges," said Victoria Kolakowski, the first openly transgender person to serve as a trial judge in the country.

On the same night that Houston voters rescinded protections for LGBT citizens, a lesbian mayor, Jackie Biskupski, was elected in Salt Lake City, home of the Church of Jesus Christ of Latter-day Saints. "Houston was a reminder of how far we have to go. And Jackie's election is a reminder of how far we've come. And both of those realities can exist at the same time," said Kate Kendell, executive director of the National Center for Lesbian Rights. Advocates expect the mixed signals to continue for a while. ◻

TURNING THE PAGE ON CRIME

A bipartisan group of lawmakers in Congress believe they can pass federal reforms on criminal justice in 2016. Here are a few of the changes on the table.

Sentencing guidelines: Decrease mandatory sentences for nonviolent drug offenses by people with limited prior records. Some 5,800 current prisoners who were convicted under guidelines that treated crack differently from powder cocaine could also get shorter sentences.

Re-entry preparation: Expand drug treatment, education and job training, granting early release to many who complete the programs.

Juvenile justice: Limit the time juveniles in federal prisons can spend in solitary confinement.

—Maya Rhodan

FLAG: JUSTIN SULLIVAN—GETTY IMAGES; ILLUSTRATION BY PETER RYAN FOR TIME

A California home slides down a hill after erosion due to rains tied to El Niño in March 1998

01.

El Niño spells disaster

THE CLIMATE PHENOMENON WILL BRING HEAVY RAIN TO CALIFORNIA AND EXTREME WEATHER AROUND THE WORLD

By Justin Worland

3.6°F (2°C)
The rise in sea surface temperature in some parts of the Pacific Ocean that is driving this El Niño

The English translation sounds innocuous—"the boy child"—but El Niño packs a wallop. The climate phenomenon, which is expected to last through May, promises a torrent of extreme events, including drought and heavy rain, famine and flooding. And climate experts say this El Niño may become the strongest ever recorded.

"It's hard not to have a doom-and-gloom scenario," says Michael Glantz, an El Niño researcher at the University of Colorado Boulder. "There are certain areas that get slammed, and these places are in deep trouble."

El Niño is a semiregular event, triggered when sea surface temperatures along the equator in the Pacific Ocean rise by an average of at least 0.9°F (0.5°C) for three straight months. The warmer water changes how air circulates around the globe, altering day-to-day weather patterns. During the fall, sea surface temperatures rose more than 3.6°F (2°C) above baseline levels—enough to all but guarantee that this El Niño will be historic.

The effects of El Niño vary dramatically from place to place. Dry conditions that lead to drought tend to persist in Southeast Asia, Australia and southern Africa, whereas torrential rain usually strikes parts of North and South America. But while El Niño–related weather events may differ with location, temperatures will remain consistently above average around the globe. The year 2015 is on track to be the warmest on record, owing in part to the start of this El Niño, and experts say 2016 will likely be even hotter.

There will be some positive effects. Already the changing weather patterns have led to more rain in parched California, which had been suffering a record-breaking drought. But for the most part, this El Niño will be deeply disruptive, especially to the people who can least afford it in countries like Ethiopia, where a drought has contributed to food shortages, and Peru, where landslides could destroy neighborhoods.

"You'll feel the direct impacts into the spring," says Glantz. "For some countries, you'll feel the indirect impacts for five years, a decade."

EL NIÑO: VINCE BUCCI—AFP/GETTY IMAGES; SNOW: HBO; RIO: AP; KARDASHIAN: REUTERS; GAUGE: SANDERS; QUAKE: STOCK MARKET: GETTY IMAGES

what to fear in 2016

You may want to freak out now

OR NOT. THESE SCARY THINGS COULD HAPPEN IN 2016

By Charlotte Alter

MOST LIKELY

LEAST LIKELY

LEAST SCARY

MOST SCARY

Jon Snow is alive—maybe

Marketing for *Game of Thrones* suggests that Jon Snow may still be alive in Season 6, out in April. But it's hard to imagine surviving that many stab wounds, so his fate might not be what viewers hope.

Rio gridlock

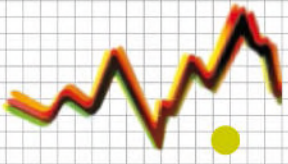
Rio de Janeiro is already the third most congested city in the world when it comes to traffic, and it's likely to get even worse during the 2016 Olympics.

Adele blackout

The singer said she may allow *25* onto subscription streaming services, which could cause an Internet outage when everyone tries to listen at once.

New summer temperature records

2014 and 2015 were the hottest years on record. It's safe to assume 2016 will be a scorcher.



The stock market won't soar

Analysts say the stock market is unlikely to make a major comeback in 2016. Looks like another meh year for investors.

Bernie Sanders gets an HBO talk show

The Democratic socialist's rants would make John Oliver look sleepy by comparison.

D.C. rebrands

After targeting former Presidents Woodrow Wilson and Thomas Jefferson for their racist views, activists could take aim at slave-owning George Washington.

Kim Kardashian West quits social media for Saint

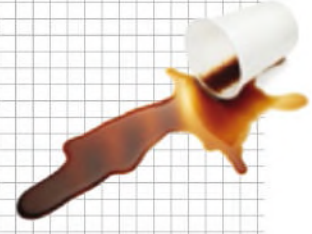
The reality star would shock the world by parenting her baby boy in private.

Google buys Twitter

The Circle will be one step closer to reality if this real-world rumor comes to pass.

The Pacific Northwest crumbles

Large swaths of the bucolic region sit on a fault line, making it very likely that the home of *Portlandia* and Starbucks will experience a massive earthquake in the next 50 years.



MARY JO WHITE

How the U.S. government's top financial enforcer is looking to the year ahead.

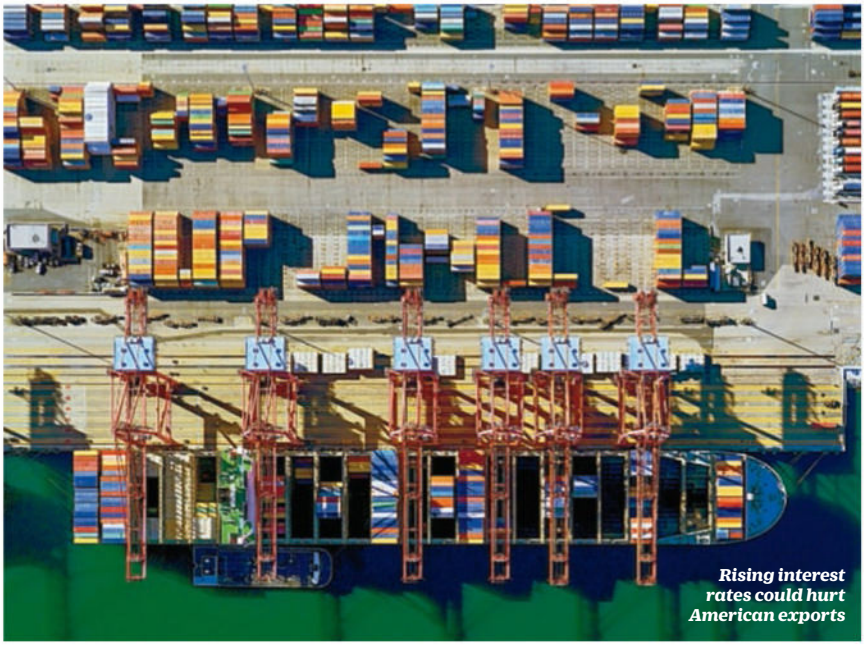
Who she is:
White has been chair of the Securities and Exchange Commission, the U.S. government's securities regulator, since 2013. Before taking the job, she served for over a decade as a federal prosecutor in New York City, where she led a case against the 1993 World Trade Center bombers and filed a pre-9/11 indictment against Osama bin Laden.

Accomplishments:
The SEC's total number of enforcement actions has grown each year of her tenure, with the agency filing 807 actions in the 2015 fiscal year and assessing $4.2 billion in penalties—up nearly $1 billion since the year White began.

Challenges:
In the year ahead, White will have to navigate a political climate of increasing economic populism on the left and deep skepticism of increased regulation on the right. White will also face pressure to make more progress on rules required by the 2010 Dodd-Frank act, of which only about two-thirds have been finalized so far.

—Jacob Davidson

01.



Rising interest rates could hurt American exports

Financial forecast 2016

THE WORLD'S BIG ECONOMIES ARE DIVERGING

By Rana Foroohar

THE MOST IMPORTANT ECONOMIC question of 2016 will be whether the global economy grows or slides into recession. Haven't we only just recovered from the last crisis? In fact, come June the world will enter the eighth year of a global economic expansion that began in 2009. If you consider that historically, global recessions happen on average every seven to eight years, it's reasonable to ask whether a slowdown may yet be coming.

"Recessions follow expansions like night follows day," says Ruchir Sharma, head of emerging markets and global macroeconomics at Morgan Stanley Investment Management. The only question: Where is the fault line?

Unlike in 2008, probably not with the U.S. consumer. With unemployment now at historically normal levels, oil and food prices low, the dollar strong and wage growth finally up, consumers aren't quite bullish, but they're in better shape than they've been in years.

The bigger risk is the American export sector, which has been a larger-than-usual factor in the recovery because of the Fed's unprecedented easy-money monetary policies. That's now changing. The Fed has begun to raise interest rates as Europe and other parts of the world are lowering them to buoy growth. That means the world is headed for a "Great Divergence" in monetary policy.

That will take the global economy into new territory. Often, interest rates in the major geographic regions rise and fall together. With the U.S. in recovery, both rates and the dollar are likely to go up. That will make American goods more expensive and put the U.S. manufacturing sector under pressure. It's possible that European manufacturing may consistently outpace that of the U.S. for the first time since the Great Recession.

That's good news for Europe but bad for the U.S. labor market, considering that the manufacturing sector is where a lot of good middle-class jobs come from. That is one reason that some smart observers like Mohamed El-Erian, the chief economic adviser to the global financial firm Allianz, are predicting a 25% to 30% chance of return to recession in the U.S. by 2017.

ILLUSTRATION BY ALEX FINE FOR TIME; PORT: JEFFREY MILSTEIN

A CAR WEBSITE FOR PEOPLE WHO DIDN'T KNOW THEY'D LIKE A CAR WEBSITE

It's not really a car website. It is, of course, but it's so much more than that–bigger, more expansive, extensive. It's cars and space exploration. Aviation. Travel. Photography, adventure, and politics. Food, picnics and road trips. Great photography and smart commentary. What to pack. Where to go. What to buy for your first, second and third car. The gear to get you there. The innovations and outsiders that bring the enjoyment. And, inevitably, occasionally, a scandal.

THE DRIVE

THEDRIVE.COM is brought to you by the company that already brings you FORTUNE.COM, PEOPLE.COM and TIME.COM. It's edited by the best automotive storytellers in the business. They came from the *New York Times*. They came from the *New York Times* bestseller list. They came from magazines like *Maxim*, *Playboy*, *Road & Track*, *Car and Driver*, *Men's Journal*, *Men's Health*, *Rolling Stone*, *Esquire*, *Popular Mechanics*, *Popular Science*, *Fortune*, *Cycle World*, *Autoweek*, *Vanity Fair*, *Departures*, *GQ*, *Details*–and more.

WWW.THEDRIVE.COM

@THEDRIVE @THEDRIVE @THEDRIVE

The young gun gets the gavel

PAUL RYAN'S BIG PLANS TO FIX THE HOUSE AND THE GOP

By Jay Newton-Small

THERE WAS SOMETHING LIKE FIRE in House Speaker Paul Ryan's eyes when he paused at an early-December press conference, pointed his finger in the air and denounced his party's presidential front runner. "This is not conservatism," Ryan said, facing microphones set up before him. "What was proposed yesterday is not what this party stands for, and more importantly, it's not what this country stands for."

His target, of course, was Donald Trump, who had just proposed a blanket ban on Muslims entering the U.S. Ryan's move, standard fare for most politicians that day, was nonetheless not one his predecessor, the chain-smoking, dealmaking John Boehner, would likely have tried. Where Boehner had shrunk from the spotlight, Ryan was quick to present himself as a Republican unafraid to speak truth to power. Even in his own party.

It was emblematic of Ryan's style and an early hint as to whether the youngest Speaker in 146 years stands a chance of getting the rebellious chamber to stop shutting down the government and instead actually pass something. On that score, the odds are stacked heavily against him. Ryan intends to pass a series of bills in 2016 that, though most have no chance of advancing, lay out the conservative agenda for America. "I want to make us the party of ideas, to offer the nation an alternative plan, an agenda," Ryan told TIME. "I really believe that we have an obligation given that we don't like the direction the country is headed."

01.

PAUL RYAN,

at 45, is the youngest Speaker of the House since James Blaine, Republican of Maine, who served in 1869

In his first six weeks as Speaker, Ryan has pushed through a six-year highway-spending bill that had been stalled for years, bills to keep the government running through the 2016 election and a measure that would tighten entry for Syrian and Iraqi refugees to the U.S. All were bipartisan. And even though the conditions for passing these measures—save the refugee bill—were in place long before (and partly because) Ryan became Speaker, they suggest that the U.S. House of Representatives, at long last, may actually be coming unstuck.

Maybe. At the beginning of every week in Washington, House Republicans usually gather in the basement of the Capitol to gripe, with the Speaker standing patiently by to take in the various complaints. In the months leading up to Boehner's resignation in September, those sessions had grown longer, louder and more dispiriting for all.

But on Nov. 5 there was a new Speaker, and no one knew quite what to expect when the eight-term member took the microphone at the start of the session. Instead of talking about the current week, Ryan began by talking about the month ahead, when a series of appropriations bills had to be passed or the government would shut down. He acknowledged that he'd promised as Speaker to have a more collegial process, but, he said, given the tight deadline, it was impossible to open up all of the dozen pending bills to amendments and debate. As a show of good faith, he proposed letting one of the bills be debated by all—a small yet significant concession. With an open bill, Congress could expect controversial votes on amendments about the Confederate flag, gay marriage, pot legalization, gun control and other hot-button issues. Were they ready for that roller coaster? "I need to know that now," he said. "Not after we get on the bill."

The room was suddenly in an uproar, everyone speaking at once. In the past, Boehner had always dictated exactly how the votes would proceed. But Ryan asked lawmakers to take responsibility for their views and in effect decide their own path. Soon a different mood took hold. Instead of talking at one another, as had been their habit for months, they were talking to one another—discussing the pros and cons of such a move. In the end, the conference voted not to open up one of those bills, and yet most members left happy that they'd at least been consulted.

Ryan's impatience with the ceaseless rebellions is visible now in the lower chamber. When he announced his decision to seek the speakership in October, he gave an ultimatum of sorts: He would promise to work more collaboratively with members but would show less tolerance for attacks on leadership. In exchange, he would let the inmates run the asylum. Pass whatever you like, he said, but you have to agree to it among yourselves. Under Boehner, members unhappy with amendments or bills complained to him. Ryan, a former Boy Scout, redirects complaints to the bills' authors.

Meanwhile, Ryan rewrote the rules governing how members of the Steering Committee, a powerful but little-known body that doles out committee assignments and lays out legislative priorities, are picked and how the committee votes. Once stacked with chairmen, the panel is now filled with members from diverse states and ideologies. Ryan has asked leaders to limit their remarks in meetings to allow junior members more time to speak. Also, unlike Boehner, he has weekly lunches with representatives from the Freedom Caucus and other factions capable of rebellion.

IT PROBABLY HELPS that Ryan never aspired to be Speaker of the House. And what Ryan did as the top

Ryan, at the Library of Congress in December, discusses the country's challenges and how to address them

Republican on the Budget Committee during George W. Bush's tenure helped his street cred with the right wing. Instead of regurgitating the President's budgets for House passage, Ryan produced his own, more fiscally conservative budgets. Even more daring, he authored his own radical budget that he dubbed "A Roadmap for America's Future."

It was the end of the Bush Administration, and Ryan hoped to start a dialogue about deficits and spending. He knew that his plan, a homily to small government, could never be enacted into law, but it was his vision of what America would look like under Republican control. A lot of people shared that vision; after Obama's election, they were soon called the Tea Party.

But then, in the 2012 election in which Ryan was Mitt Romney's vice-presidential nominee, Democrats wrapped the Roadmap around Ryan's neck. That's because the 87-page, 75-year plan called for semiprivatizing Social Security by allowing younger workers to divert part of their payments to individual accounts that they could access at retirement. It abolished Medicare and replaced it with vouchers for private insurers. And it capped total spending and froze nondefense discretionary spending, though it left defense spending untouched.

If Ryan wants his members to legislate their agenda, it is easier said than done. Nowadays, the Republican Party doesn't agree on much: it's torn on immigration, divided about whether and how to replace Obamacare and split on the size of military spending. Tax reform, a longtime favorite issue of the GOP, is difficult to discuss because it might involve closing some tax loopholes. Even the war on terrorism exposes gaps between the get-tough-with-ISIS crowd and the libertarian wing of the party that worries about government intrusions into personal privacy.

The Trump candidacy makes all of this harder; so does a presidential campaign that is guaranteed to last for another 10½ months. And yet despite years of infighting on these issues, Ryan believes consensus can be reached—at least among Republicans. The bills will draw condemnation from Democrats, but Ryan isn't concerned with what Democrats think: he is trying to get his party to rally around a platform it can take to voters with one voice.

Is the Boy Scout's vision possible? Yes. Is it likely? That's harder to know. Even if nothing is likely to become law now, trying to get Republicans on the same page is a worthy endeavor, he says. And once Republicans have set their legislative ideals, he adds, compromise becomes easier. In 2011, Ryan worked with Senator Ron Wyden, an Oregon Democrat, on Medicare reforms, and he negotiated a two-year budget deal in 2013 with Senator Patty Murray, a Washington Democrat, that passed by large margins in the House though it increased spending.

"People want to see us get things done," he said, "and if I can't get a mile, I'll take an inch." □

'I WANT TO MAKE US THE PARTY OF IDEAS, TO OFFER THE NATION AN ALTERNATIVE PLAN.'

Paul Ryan

TOM WILLIAMS—CQ ROLL CALL/GETTY IMAGES

6 questions with

NANCY PELOSI

THE HOUSE DEMOCRATIC LEADER TALKS ABOUT GUN CONTROL, ELECTIONS AND SPEAKER PAUL RYAN

By Jay Newton-Small

01.

How well do you know Speaker Ryan? Not very well. I mean, I respect him. I disagree with his approach. I disagreed with his budget, but I respect the fact that he believes what he believes in. We disagree, but let's now have a conversation in Congress.

Have you seen much difference in the leadership style between Ryan and former Speaker John Boehner? In all fairness to [Ryan], he's only been in a few weeks, of which we were [recessed for] two of them. John Boehner was true and loyal to his caucus, but when they said, We're going to shut down the government unless you defund Planned Parenthood, that went too far. I don't know what the threshold is for too far for this new Speaker.

What do you see getting done next year? In addition to the Republicans' having appointed a committee on Benghazi—really, on Hillary Clinton—and on Planned Parenthood, I would hope that they would appoint a select committee on gun safety. I hope in the next year we would be able to have legislation to reform the tax code. And from the standpoint of our national security, we are so overdue for a reauthorization of use of military force.

Can the House pass the two pending bipartisan gun-safety bills—one that closes background-check loopholes and another that bars those on the FBI's no-fly list from purchasing weapons? The American people support them overwhelmingly. The NRA objects to them. It's hard to understand or explain to anyone why someone who is on the FBI's terrorist watch list can walk into a store and more than 90% of the time come out with a gun.

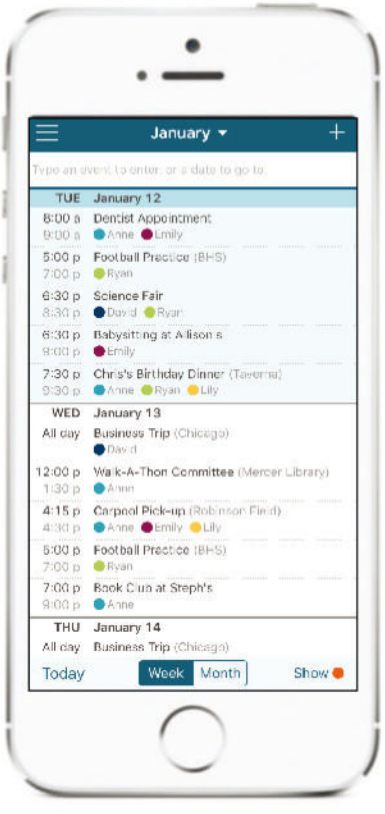
What do you think of Obama's legacy? On Inauguration Day, when he stood there on those steps, unemployment was around 10%. It's half that now. The deficit was reduced by 70%. The market is 10,000 points higher. The auto industry was on its heels; now it's thriving. We've had 70 straight months of private-sector job creation, including that industry, which is a fabulous job recovery.

Will you endorse a candidate for President in 2016? Yes, I will. When I endorse, you'll find out who. I will say this: I'm not sure everybody has the fullest appreciation of what it would mean to have a woman as our candidate for President who is so qualified to be President. We want to elect the best possible person. She happens to be a woman, and what that confidence inspires in people is immeasurable. I can just tell you that from my experience, which is much narrower, becoming Speaker, the response was so overwhelming.

'We want to elect the best possible person. She happens to be a woman.'

BILL CLARK—CQ ROLL CALL/AP

ADVERTISEMENT



Resolve to make life easier.

Cozi is the surprisingly easy way to keep the whole family organized and on the same page. With Cozi, you can:

- Keep everyone's schedules and activities in one place
- Create and share shopping lists, to dos, and more in real time
- Access and update from any mobile device, tablet, or computer

★★★★★

"It's a wonder app! We've got a lot going on with soccer, dance, appointments, and so much more. Cozi keeps it all together and keeps me sane."

–Kelly V., iTunes Review

GET IT FOR FREE AT COZI.COM

©2016 Cozi Inc. All Rights Reserved.
All referenced trademarks are the properties of their respective owners.

Family life. Simplified. COZI™

02. SPORTS

INSIDE STEPHEN CURRY'S MAGIC SHOW

plus

OLYMPICS
The athletes chasing gold in Rio

FORECAST
Your 2016 sports calendar

INTERVIEW
Dave Roberts, new Dodgers manager

A Bible verse written in Hebrew—1 Corinthians 13:8, "Love never fails"—adorns Curry's right wrist. On his left, his jersey number and college team's mantra: "Trust. Commitment. Care."

PHOTOGRAPHS BY DYLAN COULTER

Stephen Curry and the greatest show on earth ...

... AND WHY IT'S ONLY GOING TO GET BETTER / BY SEAN GREGORY

02.

IT'S MORE THAN AN HOUR before the Denver Nuggets tip off against the Golden State Warriors, but Denver's downtown arena is already filling up. Fans crowd around the Warriors' basket, camera phones held high, as Stephen Curry floats shot after shot from the farthest reaches of the three-point line. They find the hoop with ease, guided as if by laser. Curry then steps near half-court, almost 40 feet from the basket, and starts again. Splash, splash, splash. "Look at it! I have not seen him miss one!" says Ty Hansen, a Nuggets fan whose allegiance to the home team seems to fade with every swish. "Another one! This is ridiculous. This is too much fun!"

These exultant scenes have played out in arenas across the nation over the past two months as Curry and the Warriors, who won the 2014–15 league championship, began the 2015–16 season with a romp through the NBA. Golden State got off to the hottest start in league history, setting an NBA record by winning its first 24 games. If you include last season's final games, the streak of 28 is second only to the 33 won by the 1971–72 Los Angeles Lakers—a team considered among the best of all time. If they keep it up, the Warriors may claim another mark: the record for regular-season wins, 72, held by Michael Jordan's 1996 Chicago Bulls. Along the way, Curry will chase a second straight MVP award, a back-to-back NBA title and an Olympic gold medal as a member of Team USA at the Rio Games.

And that's just on the court. Sales of Curry jerseys are up 500% this season, according to online retailer Fanatics, topping LeBron James gear to become the best-selling getup in the NBA. Industry analysts credit Curry's $130 sneaker with almost single-handedly doubling Under Armour's basketball-footwear sales. President Obama invited him for a round of golf last summer on Martha's Vineyard. And even Curry's 3-year-old daughter, Riley, has become a star. After stealing the show at a postgame press conference during last season's playoffs, the toddler was flooded with endorsement offers for diapers and baby shoes. Says Curry's Warriors teammate Draymond Green: "Steph's the face of the NBA."

Heady stuff for a guy who wouldn't look out of place at a YMCA pickup game. Curry is 6 ft. 3 in., with little discernible bulk. He's 27, but a stab at facial hair—reddish-brown peach fuzz shaped into a goatee—barely makes him look drinking age. Next to most NBA players, Curry seems downright scrawny. He can shoot with a sniper's aim, but rim-shaking dunks are few and far between.

This unconventional profile is partly why big-time colleges ignored him out of high school, why NBA opponents once disrespected him and why fans have come to love him. "Some of the stuff I do on the court is what most people think they can do," Curry says over dinner at a Denver steak house in late November, the night before he dropped 19 points in three quarters on the Nuggets. "You see a guy like [Warriors teammate] Andre Iguodala take off on a fast break, he rises for a tomahawk dunk. I know I can't do that. Most people can't. Shooting the ball is a part of the game. Everyone can shoot their own way. Not everybody can make. But everybody can shoot."

At the game the following day, Denver resident Blaine Schult is sitting courtside with his 8-year-old son—one of dozens of local kids sporting Curry jerseys. Asked why a family in the land of Nuggets fans is crazy for Curry, Schult responds as if he had been at dinner. "If you're LeBron James, you're an alien," Schult says. "If you're Steph Curry, you're us."

THIS ISN'T TRUE, of course. Curry is the son of a former NBA player, which gives him a genetic leg up unavailable to most of us. But that edge came with a few trade-offs. Curry went to high school in Charlotte, N.C., where his dad Dell, one of the NBA's great long-range shooters, spent the bulk of his 16-year career. "There was a lot of pressure being Dell Curry's son," he says. Fans heckled him: "*You're not*

MVP MATERNITY WARD

Curry was born in the same Akron, Ohio, hospital as LeBron James

NOAH GRAHAM—NBAE/GETTY IMAGES

Behind Curry's stellar three-point shooting, the Golden State Warriors won their first 24 games of the 2015–16 season

daddy! Daddy can't help you!" Though he was named all-state, all of the major college basketball factories thought Curry was too frail. He wound up at Davidson, a liberal-arts college 20 miles north of Charlotte. Even there, Curry's new teammates were skeptical of the scrawny freshman. "When I first saw him, he was this tiny kid who seemed lost," says former Davidson forward Boris Meno. "It was like, Why did some parent leave their kid on campus?"

Curry soon quieted the doubters. A gym rat, he worked hard to improve on the shooting touch he'd inherited from his father. As a freshman, Curry averaged 21.5 points per game. The next season he drove his small college to within one shot of the 2008 Final Four, knocking off Georgetown and Wisconsin along the way. After leading the country in scoring his junior year, Curry declared for the NBA draft, where Golden State took him with the seventh overall pick. Curry showed flashes of greatness in his first three seasons in the Bay Area, but there were times when he still appeared overmatched. "I'd think to myself, 'Boy, get off the court with these grown men,'" recalls his mother Sonya. He started to come into his own in 2013 and nearly made the All-Star team. Sonya remembers a parent at the Montessori school she runs trying to cheer her up about the rebuff. "Sorry about the snub," the parent said. "But it's not like he's LeBron James or Kobe Bryant."

Two years later, Curry's Warriors beat James' Cavaliers in the NBA Finals, bringing Golden State its first title in 40 years while extending Cleveland's pro-sports title drought to 51 years. On Nov. 29, Bryant announced he would retire at the end of the season. James isn't going anywhere, and he could well lead his team to another showdown with Curry in this season's Finals. But it's clear King James now shares top billing on the NBA's marquee with the skinny kid no big-time college wanted. How did that happen?

Turns out Curry has perfect timing. Much like baseball before it, the NBA has been invaded by efficiency-obsessed number crunchers. After poring over the relationship between wins, losses, field-goal percentage, shots taken and dozens of other metrics, these NBA stat heads came up with a simple formula for success: play fast and shoot more. That is, taking lots of outside shots is a smarter strategy than methodically working the ball inside to big guys under the basket. As a result, teams today are taking and making more three-pointers per game than at any other time in NBA history. And the game is moving at its quickest pace in more than 20 seasons.

These trends are a perfect match for Curry's skills. No one is better at creating space to take deep shots—critical when almost every defender is taller, stronger or faster—or at sending those shots into the net. This season Curry is making over five three-pointers a contest, more than the average for an entire NBA team 15 years ago. If he keeps it up, he'll shatter his

own record for three-point shots made in a single season, which he set a year ago. Curry has become the prototypical player of the current NBA.

"This game is evolutionary, and the days of pounding the ball five times to back into the basket are passé," says Warriors executive board member Jerry West, the Hall of Fame player whose dribbling form inspired the NBA logo. "Young people will be mimicking Steph Curry for a very, very long time. He's going to create a whole new brand of basketball player."

This new brand of player zips in and around defenders, darting left, dashing right, stopping on a dime. He veers one way, then just as quickly comes to a pause, his body as calm as if he had never budged. Every movement is purposeful and unexpected, causing chaos among the defenders trying vainly to keep up. It reminds ballerina Misty Copeland a little of what she does onstage. "It's like dancing," says Copeland, the first African American to be a principal dancer at the American Ballet Theatre and Curry's good friend. "If he didn't have the rhythm, just this inner music you can hear, then I think people could predict his next move. And they can't."

Others see traces of marine life in Curry's game. "I call him the tuna," says Warriors player-development coach Bruce Fraser. "Tuna swim these channels. They're torque-y. Like Steph, he's torque-y. He's like"—Fraser squiggles his hand to demonstrate—"then he'll just burst. Tuna are hard to catch, but they're not this huge thing either. But for their size, they're mighty." It's a compliment but not one Fraser has ever mentioned to Curry. "What I am going to go," Fraser says, "'Hey, I call you the Tuna?'"

02.

Curry works to keep up his aquatic edge. He won't win many footraces against other NBA guards, but he can stop faster than all of them. This abrupt halt often sends defenders flying by, carried by their momentum, giving Curry the split second he needs to launch his deep shots. "Not being the fastest guy, that's my biggest weapon," he says. Curry hones this skill by dribbling with a band around his waist pulled by his trainer, Brandon Payne, as if he were a rock in a slingshot. Payne propels him at a higher speed than he could run on his own, allowing Curry to practice stopping quickly at that ramped-up pace.

MONEY BALL

Curry began the season making 5.1 three-pointers per game—more than the entire Brooklyn Nets team

Another favorite trick: overloading his brain. As part of his training regimen, Curry uses flashing lights to speed up his decisionmaking. While dribbling downcourt at full speed, Curry sees two sets of flashing lights on a pole, each color-coded to a specific task. Green, for example, can be a trigger to dribble between the legs, while blue means shoot a three. "It's about letting your mind go free," Curry says, shimmying his shoulders for effect, "while still having control of yourself."

Some things, however, are innate. John Eric Goff, a professor of physics at Lynchburg College in Virginia, has calculated that Curry releases his ball 0.1 seconds faster than two other elite three-point shooters: Kyle Korver, the Atlanta Hawks marksman, and Steve Kerr, who ended his 15-year NBA career as its leader in three-point field-goal percentage and is now Curry's head coach. Curry also launches the ball at an angle 1 to 3 degrees steeper than his peers. This gives his shot a higher arc and a more direct descent to the rim, exposing more of the hoop's surface area and increasing Curry's margin for error. "No one, not even Stephen Curry, violates the laws of physics," says Goff. "Once he lets go of that ball, there's nothing he can do to alter it. He has to optimize the trajectory under the laws of physics all of us have to obey. And he's quite good at it."

It may be no accident that Curry was born on March 14—Pi Day.

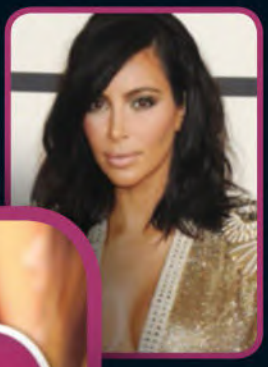
IT HAS BEEN more than a decade since Jordan retired for the third and final time, and the NBA has finally learned how to live without him. Dynamic stars like Curry, James, Kevin Durant and Chris Paul are among the best players and most marketable names in league history. Aside from James' fumbled made-for-TV announcement to bolt Cleveland for Miami in 2010, they have all avoided the public missteps that have felled other athletic icons (see Woods, Tiger; Armstrong, Lance; and Rodriguez, Alex). In ads, their smiling faces tout international blue-chip companies such as Apple, Coca-Cola, Nike and Unilever.

The popularity of today's NBA players has helped make teams more valuable than ever. In 2014, former Microsoft CEO Steve Ballmer bought the Los Angeles Clippers from disgraced owner Donald Sterling for an NBA-record $2 billion. But even franchises without Hollywood glitz are fetching hefty sums. The Atlanta Hawks, for example, went for $730 million in 2015, 124% higher than the average NBA team valuation a decade ago.

Much of this is because more people are tuning in to watch on TV. With recognizable stars and a fast-paced, high-scoring game, the NBA has ratings that have more than recovered from their post-Jordan slump. Last season's Curry-vs.-James Finals matchup averaged almost 20 million viewers, making it the most watched championship series since Jordan's last title run in 1998. Now media companies are writing record checks for the rights to televise the NBA. In 2014, the league announced a nine-year, $24 billion deal with ESPN and Turner Sports, a 180% increase over the previous agreement.

This boom time, however, is fragile. The collective-bargaining agreement between the league and the players' union could expire after the 2016–17 season if either side opts out by December 2016. In 2011, a contract fight led to a lockout that shortened the season and cost players and owners an estimated $400 million each. To end that dispute, the players

People love **Hollywood**



People love **People**

Pick up a copy in store today or subscribe at People.com

agreed to cut their share of overall basketball income from 57% to about 50%—a giveback that has left many players sore. With that memory fresh and the NBA's fortunes rising, the players union is headed into the upcoming negotiations loaded for bear.

Curry, who sits on the union's executive committee, is among the NBA stars who will use their clout at the bargaining table. "We're much more organized than we've ever been," he says. "Much more unified." The players hired Michele Roberts, a prominent Washington trial attorney, to lead the negotiation. NBA commissioner Adam Silver, who in his second full season on the job has more goodwill among players and fans than his predecessor, won't hand over the store. Silver has said that despite the league's rising tide, a "significant number" of teams are still losing money.

'He's this generation's Jordan."

Jason Kidd, coach of the Milwaukee Bucks, on Curry

In a way, Curry's ascension could help precipitate a lockout. The more popular he and other players become, the harder the line they'll take in negotiations and the better the odds that we'll see another work stoppage. "You just look at the value of teams going up on a year-to-year basis, and you follow that trend, the players should be compensated accordingly," Curry says. "That's the simple message. We'll fight for it."

02.

Given that Curry's a bargain, at least by NBA MVP standards, he's motivated to recoup his value. In October 2012, Curry signed a four-year, $44 million contract extension. An ankle injury had caused him to miss most of the previous season, so at the time, the deal was a good insurance policy. Now that contract is a steal for the Warriors. James, for example, is making $23 million this season—almost $12 million more than Curry. One of best players on the planet is the fifth highest paid player on his own team.

Curry knows he makes a great living, especially when factoring in his endorsement income. He and his wife Ayesha recently bought a $3.2 million house in Walnut Creek, Calif., an affluent suburb 16 miles east of his team's arena in Oakland. Spending time with Curry, however, is a reminder of why his rep as "one of us" has stuck despite overwhelming evidence to the contrary. He's gracious over dinner, offering to share a shrimp cocktail, and quick with a joke. When Bob Fitzgerald, the Warriors' play-by-play announcer, stops by the table, Curry launches into an impression of Ron Burgundy, Will Ferrell's pompous newscaster from *Anchorman*. Another diner can't resist a compliment as he walks by: "Steph Curry, you're badass." Curry laughs and turns to me right away. "You've got to put that in there," he says.

Not all of this attention has to do with Curry's ability to shoot a basketball. His daughter Riley has been quite good for the family brand too. Her rise from anonymous kid to viral star began last spring, when Curry brought her onto the press-conference dais after a Warriors playoff win. Curry had scored 34 points, but his young daughter's antics were the center of attention. GIFs and web listicles like "30 of the Absolute Cutest Riley Curry Moments" soon followed, as did offers for Riley-branded kid gear. The family turned them down. "Too early," Curry says. (New daughter Ryan, born this past summer, hasn't attracted the same attention—yet.) "I do worry sometimes that when she gets to the age where she can process what's going on, how she'll handle it. Hopefully we have the foundation set: You're a little different, your dad plays in the NBA. But that shouldn't change who you are. I like our chances of being able to instill that in her."

Perspective. It's what Dell and Sonya worked to instill in Curry and his brother Seth, an NBA player with the Sacramento Kings, and their sister Sydel, a college student. And it's what he worries about holding on to as his star rises into the stratosphere. "I'm learning you have to be proactive in that regard," he says. "I don't want to have a pessimistic attitude. But things are really great right now. We're winning, there are so many life additions at home. It all comes at once. Eventually basketball will end. I have a lot of life to live after that. So I guess the only worry is not to just be defined as a basketball player."

ASKED IF HE SEES SIMILARITIES in his game to the greats of NBA history, Curry brings up Bob Cousy. The answer draws a chuckle from teammate Green, who darts around the Warriors locker room mimicking Cousy's outdated dribbling style. Others aim higher. "He's this generation's Jordan," Milwaukee Bucks coach Jason Kidd said before his team played Curry in December. "We all wanted to be like Mike, and children today will grow up seeing Steph."

Like Mike, who never forgot the high school coach who cut him, Curry is driven by slights. He insists they don't motivate him, but he brings up three from the off-season alone without prompting: Houston Rockets guard James Harden's winning the players' vote for MVP (the media votes for the official award), trash talk from a Rockets player about Curry's defense in the playoffs and remarks from Clippers coach Doc Rivers that the Warriors avoided the toughest teams on their path to the championship.

Curry has these in mind as he lists his goals for 2016. He wants to win another championship and a gold medal in Rio and be a contender for the MVP (he was well on his way even before New Year's). And he wants to have even more fun. "I smile, I laugh, I dance," Curry says. "All those little ways that show that when I'm out there on the floor, you feel at home. You feel like this is where you're supposed to be."

Oh, and there's one more thing we can look forward to from Curry in 2016. "You should expect me to keep getting better," he says.

Scary. Stephen Curry thinks he's just warming up. ◻

Straight Talk wireless

NOW WITH 5GB OF HIGH-SPEED DATA

Bring your own phone to Straight Talk and get unlimited talk, text and data with the first 5GB of high-speed data for just $45 a month. With a simple switch of a SIM card, almost any phone can be a Straight Talk Wireless phone. Keep your phone, network, and number for half the cost.†† Learn more at **StraightTalkBYOP.com**

$45 NO-CONTRACT 30-DAY PLAN
UNLIMITED
TALK • TEXT • DATA
FIRST 5GB HIGH SPEED
THEN 2G*

††"Cut Your Bill in Half" and "Half the cost" are based on a service comparison of two of the leading contract carriers' monthly online prices for comparable individual post-paid contract service plans, including overage charges, and Straight Talk's $45 service plan, excluding the cost of the phone and limited time promotions. Source: Contract carriers' websites, August 2015.

*At 2G speeds, the functionality of some data applications, such as streaming audio or video, may be affected. Straight Talk's Bring Your Own Phone plan requires a compatible, unlocked phone, activation kit and Straight Talk service plan. User may need to change the phone's Access Point Name settings. Please note: If you switch to Straight Talk, you may be subject to fees from your current provider. A month equals 30 days. Please refer always to the latest Terms and Conditions of Service at StraightTalk.com

Only at Walmart

the year ahead in sports

2016 CALENDAR

january

1/1 The Iowa Hawkeyes and the Stanford Cardinal go head-to-head in the 102nd **Rose Bowl** **1/1** The Boston Bruins face off outdoors against the Montreal Canadiens in the NHL's **Winter Classic** **1/11** **College Football National Championship** **1/18** **Grand Slam season begins for tennis at the Australian Open** **1/31** NFL All-Stars visit Honolulu for the **Pro Bowl**

february

2/7 **Super Bowl 50** **2/14** Pro basketball heads to Toronto for the **NBA All-Star Game** **2/21** NASCAR revs its engines at the **Daytona 500** **2/24** **The X Games descend on Oslo**

march

3/13 The green flag waves for the **IndyCar Series** season **3/13** The NCAA's **Selection Sunday** seeds 68 men's basketball teams for March Madness **3/18** The **NCAA Women's Basketball Tournament** tips off **3/28** **Competitors meet at the ISU World Figure Skating Championships in Boston**

april

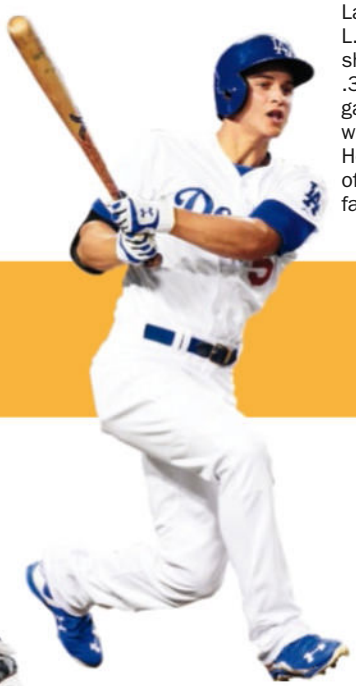
4/2 The road to the NCAA men's basketball **Final Four** ends in Houston **4/3** **Opening Day** of the MLB season **4/7** Golf's major season tees off with the **Masters Tournament** **4/9** **College ice hockey's Frozen Four concludes** **4/9** The **NHL regular season** ends **4/18** Thousands of runners participate in the 120th **Boston Marathon** **4/28** The **NFL drafts** its newest players

Rising stars to watch

THESE ATHLETES ARE POISED TO TAKE THEIR SPORTS BY STORM

By Jack Dickey

Auston Matthews
The 18-year-old is already dominating Switzerland's top league. He's a lock for the No. 1 NHL draft pick in June.



Corey Seager
Last season the L.A. Dodgers shortstop hit .337 in the 27 games he played with the club. He'll be a Rookie of the Year favorite.

may

5/7 **Horse-racing fans put on their finest for the Kentucky Derby**
5/22 Red clay flies at Roland Garros for the **French Open** **5/29** The year's most famous car race takes place at the Brickyard of the **Indianapolis 500**

june

6/2 The **Women's College World Series** for softball returns to Oklahoma City **6/10** Soccer's **UEFA European Championship** kicks off **6/23** **NBA Draft** **6/27** **Pop the champagne: Wimbledon is back**

july

7/2 The **Tour de France** pedals off **7/4** **Nathan's Famous Hot Dog Eating Contest** **7/9** The **UFC 200** in Las Vegas is likely a Ronda Rousey–Holly Holm rematch **7/12** **Baseball's best head to San Diego for the All-Star Game**

august

8/5 Athletes compete for gold at the **Summer Olympics** in Rio de Janeiro
8/29 **Tennis' U.S. Open begins**

september

9/8 The **NFL season** kicks off
9/30 **Europe's best golfers take on America's finest in the Ryder Cup**

october

10/2 **MLB teams** play their final regular-season games **10/23** **Formula One's United States Grand Prix revs through Austin**

november

11/6 **New York City Marathon**
11/24 The **Detroit Lions** and the **Dallas Cowboys** play in the NFL's traditional Thanksgiving Day games

december

12/6 Competitors race at the **FINA World Swimming Championships**
12/31 **College football's Peach Bowl and Fiesta Bowl**

Compiled by Megan McCluskey

Holly Holm
What comes after knocking out champ Ronda Rousey? A planned rematch.

Joey Bosa
The NFL draft lacks a can't-miss QB prospect, which opens the door for Ohio State's Bosa at No. 1.

Madison Keys
The 20-year-old American went far at Wimbledon and finished the year ranked No. 18. Expect her to rise.

GETTY IMAGES (8); ICE SKATES: ALAMY

8 questions with

DAVE ROBERTS

THE ROOKIE MANAGER TAKES OVER BASEBALL'S MOST INTRIGUING TEAM, THE DODGERS

By Jack Dickey

02.

You're the Los Angeles Dodgers' newest manager. How will you handle the pressure? I'll focus on being who I am and being real with people. That's been my approach wherever I've been in baseball, whatever role I've been in.

Expectations are going to be pretty high for you guys. Expectations are great. You want a situation where fans and media expect you to win the World Series. We have that same expectation.

Division rivals San Francisco and Arizona have improved. Does that scare you? It's not surprising; we're coming off winning three straight division titles. They're being aggressive, but in all my years in baseball, a championship has never been won in the off-season. I don't think our guys are too concerned.

You played with Dodgers first baseman Adrian Gonzalez. Did he tell you anything? The one thing he said is that the clubhouse dynamic is not as bad as it is perceived. The guys genuinely like one another.

Do you think young outfielder Yasiel Puig can improve? There's no reason he can't be an All-Star-caliber player. Even being hurt last year, he was still productive. I just want to wipe the slate clean. We've exchanged text messages—he seemed excited to have me as the manager.

You're the first African American to manage the Dodgers. What does that mean to you? I've always been a Dodgers fan, and I went to UCLA so I'm a huge Jackie Robinson fan, and I know Sharon, his daughter. When you look at what Jackie and [Don] Newcombe and Campy [Roy Campanella] and [Sandy] Koufax did for this organization, for this country and for civil rights, I want to do everything I can to remember the sacrifices that were made to present this to me.

Is it weird being known primarily for one stolen base for the 2004 Boston Red Sox? I used to say, "You know, I did more than that." But when you step back and put your ego to the side, you can see what an effect that team had on so many people—it's mind-blowing. Any ballpark I'd go to, someone would thank me on behalf of Red Sox Nation, or on behalf of a parent that passed away but finally got to see the Red Sox win the World Series. I'm pretty grateful to be identified in such a great light.

What's the best advice you've gotten? I talked to [Pittsburgh Pirates manager] Clint Hurdle. And he said you need to be able to answer yes to three questions to be a good manager. Players want to know if they can trust you, if you care about them and if you can make them better. I'm going to keep that close to me.

'Fans and media expect you to win the World Series. We have that same expectation.'

VICTOR DECOLONGON—GETTY IMAGES

Always get the lowest price* anywhere you want to be, only when you book direct at

HILTON.COM **1-800-HILTONS** **HILTON HHONORS APP**

Hilton · Waldorf Astoria · Conrad · canopy · Curio · DoubleTree · Embassy Suites · Hilton Garden Inn · Hampton · Homewood Suites · Home2 · Hilton Grand Vacations · Hilton

*Best Rate Guarantee terms and instructions for claim submissions at Hilton.com. Prices vary at participating hotels and may require third party membership or other eligibility. © 2015 Hilton Worldwide.

THE SUMMER GAMES

Road to the Olympics

With eight months until the Olympic Games in Rio, four years of training are coming to a head for U.S. Olympic hopefuls. For some, the coming year will see long-held goals fulfilled, while others may face crushing failures. What's certain is that for each, 2016 will be a year they never forget

PHOTOGRAPHS BY DAVID GUTTENFELDER FOR TIME
TEXT BY ALICE PARK

Donnell Whittenburg, 21, left, and Sam Mikulak, 23

Whittenburg is hoping to make the men's gymnastics team for the first time. Mikulak, recovering from an ankle injury, wants to earn a return trip. Both hope to help the team best its bronze from the 2012 Games.

Jordan Burroughs, 27

An Olympic gold medalist and a three-time world champion, Burroughs seemed unbeatable until a knee injury hobbled him in 2014. Now recovered, he's aiming to defend his title in Rio and join what he calls the "Mount Rushmore of wrestling."

Allyson Felix, 30

She's such a talented sprinter that U.S. officials petitioned the International Association of Athletics Federation to change the Olympic schedule so she can race both the 200-m and 400-m distances in Rio, doubling her chances to add to her collection of six Olympic medals.

Kayla Harrison, 25

The U.S.'s first Olympic champion in judo, male or female, Harrison is looking to defend her gold medal. She's unfazed by setbacks; her go-to mantra, cribbed from Michael Jordan, is "Failure is my fuel."

Mariel Zagunis, 30

She's a two-time defending Olympic champion and America's most decorated fencer. Though she had her lowest finish ever at the recent world championships, she's expected to rise once again and qualify for the Rio Games.

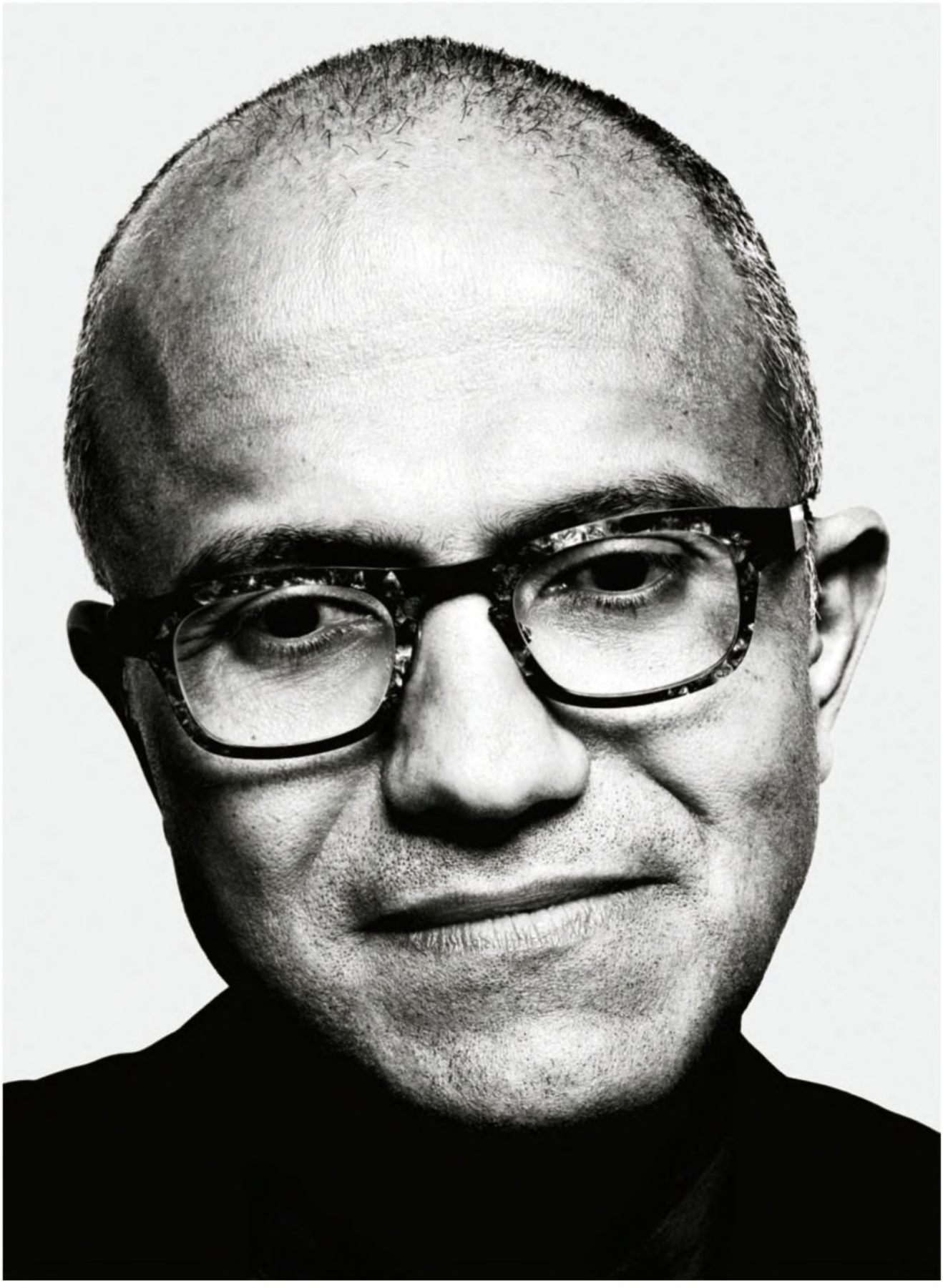
MICROSOFT'S SATYA NADELLA FLIPS THE SCRIPT

plus

FASHION FORWARD
Designer Riccardo Tisci on style

SHOOTING STARS
Where NASA plans to go next

GENE EDITING
Scientist Jennifer Doudna



PHOTOGRAPHS BY PLATON

How Microsoft got its groove back—and what's next

2016 ACCORDING TO THE CEO OF THE NEWLY COOL GIANT / BY LEV GROSSMAN

03.

YOU KNOW WHAT WAS BIG IN 1994? INTERACTIVE TV. Seriously: Microsoft had all its A-listers up in that business, and I mean the triple-As, the heavy hitters. Nathan Myhrvold (later Microsoft's CTO) was on the interactive-TV team. So was Rick Rashid (he founded Microsoft Research). So was Craig Mundie (currently senior adviser to the CEO).

And so was Satya Nadella, 48, who has been CEO of Microsoft since February 2014. "It was the greatest collection of IQ ever at Microsoft," he says. "It was just amazing. We built a fully switched ATM network to the home. I used to live in an apartment right next to Microsoft, so I was one of the few guys who had video on demand in '94 in my apartment. And I lived the future! Except we missed one big thing—called the Internet."

NEW FRONTIERS

Nadella, who took over Microsoft in 2014, has pushed the company to operate more collaboratively

You can learn several important things about Nadella from this short speech. One is that, like Microsoft founder Bill Gates, he's a true nerd: it takes a true nerd to still be jazzed about interactive TV in 2016. Another is that he's not particularly touchy or defensive about Microsoft's dead ends and missed opportunities: he lives in reality, or as close to it as the CEO of Microsoft can get. And third, he really is a totally huge nerd, because only a huge nerd wouldn't bother to explain that ATM in this context stands for asynchronous transfer mode and not automatic teller machine.

In person Nadella is a slender, tallish man—I'd put him at 5 ft. 11 in.—with close-cropped, barely there hair. Like Steve Jobs in his prime, he has a wiry, restless energy even when he's sitting down. His most pronounced features are his jawline, which is prominent to the point of being heroic, and his mellifluous voice, which swoops up and down in a way that is not wholly unreminiscent of Julia Child's. Nadella was born in Hyderabad, India, the son of a Marxist economist and a professor of Sanskrit. I met him in a conference room on the Microsoft campus, Building 34, in Redmond, Wash., where my rented Nissan was by a large margin the crappiest car in the parking lot. We talked about the year ahead.

Microsoft is not a company that one automatically associates with the year ahead, unless that year happens to be 1994. When Nadella took over, Microsoft was widely regarded as an aging warhorse kept alive by the profits from Windows and Office but incapable of bringing a seriously innovative product to market. It was the company that missed the Internet revolution (though not interactive TV!), the search revolution, the mobile revolution, the social revolution and the cloud revolution. It was the company of Zune, Vista and Kin.

But over the past year Nadella's Microsoft has made a series of moves that have drawn torrents of if not praise then at least grudging respect from the tech press. It made news with gee-whiz demos like Skype Translator—real-time translation of voice calls—and HoloLens—an augmented-reality headset. Its Surface line of tablets and laptops is an impressive display of engineering done Apple-style—Microsoft makes both hardware and software—that is slowly but surely clawing a share of the tablet market away from Apple and Android. Microsoft's cloud business (Nadella's baby; his previous job title was executive vice president of the cloud and enterprise group) is second only to Amazon's in market share.

Windows 10, released in July, has gotten good reviews and currently owns around 9% of the world's desktops (overall Windows runs on about 90%). Microsoft's stock is up 18% over the past year; by comparison Apple's is nearly flat. On Oct. 23, Microsoft reached its all-time high, finally beating the high-water mark it set back in the dotcom golden age of 2000 (not adjusted for inflation, mind you, but it's still worth two cheers). It feels unnatural even to type this, but Microsoft is hot.

When I asked Nadella what he felt were Microsoft's top three wins in 2015, he chose Windows 10, the company's cloud business and its expanded artificial-intelligence capability. This illustrates both why he is a CEO and why he is not a technology

DAVID PAUL MORRIS—BLOOMBERG/GETTY IMAGES

Nadella at a 2015 conference evangelizing for Microsoft's cloud business, which is second only to Amazon's

journalist: I wanted him to bring up HoloLens, which is much sexier than any of those. HoloLens is a wearable display that overlays the real world around you with digitally generated three-dimensional imagery that looks and moves and behaves like it's part of reality—this is called augmented reality, which Nadella nerdishly abbreviates as AR. It's a topic to which he is happy to pivot. "Up to now, throughout our computing history, we have essentially taken what has existed in the analog world and created a digital metaphor, the desktop being a great example of it," Nadella says. "This is the first time where you're taking the analog world and superimposing it with digital artifacts. We've always created mirror worlds. But now the world itself is a mirror."

It's early days—Nadella hopes to release a version to developers in 2016—but the potential applications are spectacular. You could build *Minecraft* structures that look like they're sitting in your living room. (Nadella, maybe not coincidentally, acquired *Minecraft* developer Mojang in 2014 for $2.5 billion.) There's a prototype combat game called *Project X-Ray:* "You're fighting dragons that are coming out of your refrigerator and all kinds of things," Nadella says. "It feels like a 3-D movie, but wow, it's in your house." (*Wow* is his go-to exclamation.) Companies could use HoloLens to train workers on virtual equipment. Med schools could train surgeons on virtual bodies. At your desk you could set up multiple virtual desktops that hang in the air around you.

Unlike full virtual-reality headsets like Oculus Rift, HoloLens is mobile—you can walk around wearing it. "One of the first times I said, 'Oh wow, we've got to go all in,' was when I saw the NASA demo for the first time," Nadella says. "Think about it: if you're a NASA scientist who worked on the Rover, their dream was always, 'God, I want to be on Mars' … then the output of where the Rover is is right in their office as a hologram. So they're walking around the Martian terrain and examining the soil as if they're there."

HoloLens isn't a single breakthrough, it's a bunch of new technologies—eye tracking, motion sensing, 3-D imaging, shape recognition—mashed up together. As such it's the product of a kind of risk taking and cross-company collaboration that haven't always been typical at Microsoft. Microsoft is often cited as an example of the inertial malaise that takes over middle-aged technology companies rendered sclerotic by too much middle management and too much money. "When you are successful that means your existing concept is reinforced with your existing capability, and your culture reinforces those too," Nadella says. "And so suddenly you have a new concept, and wow, your culture is fighting it, you don't have capability for it, and so on."

One way to beat that malaise is to create silos, companies within companies. In 2005 I spent a week at Microsoft studying the development of the Xbox 360, and that's how they did it: they created a unit that was hermetically sealed off from the rest of the company,

so that the culture couldn't fight the concept. And it worked: the Xbox 360 was a strong product, and unlike anything Microsoft had ever made.

But that's not how Nadella does innovation. "I fundamentally don't believe that large, successful companies can be doing these sideshows," he says. "You have to have the angst of birthing new concepts, which require new capability, and which require your culture to change as well. If you can't do that then this Hail Mary, that somehow something carved out is going to save you, is actually a much riskier proposition." Case in point: in December NASA sent HoloLens headsets up to the International Space Station so that the astronauts could use them to make Skype calls to Earth. (Microsoft bought Skype four years ago for $8.5 billion.) "Skype is holographic now. If we'd done this as some siloed thing with a few games, we wouldn't have been able to do the unique things that we're capable of, like inventing a new form of Skype for this new platform." The Xbox 360 didn't even run Windows. HoloLens runs Windows.

'You have to have the angst of birthing new concepts.'
Nadella

Not only does he decline to build silos, Nadella has overseen their demolition. Continuing a trend started in his predecessor Steve Ballmer's era, he ran Microsoft's existing business-unit structures through a blender. "The problem with business-unit structures in tech in particular is, none of our category definitions are long-lasting," he says, "because no competition or innovation respects your category definitions. You need to *reconflate* tech. So what we have done is, we bust all our business units. We got rid of them all, and we went back into a functional organization. There's one marketing team. There's one business-development team. There are a couple of different engineering teams. Cortana, where is it built? If I draw an org chart for Cortana it will look like a graph, not like a hierarchical tree." (Cortana is Microsoft's virtual assistant, similar to Apple's Siri.)

Of course there's a reason people build business units in the first place, which is that when you're having that many internal conversations between different parts of the company, that's a lot of complexity to manage. Every time somebody comes up with a new idea, you've got 20 people weighing in on it. That's 20 people who have a chance to say no. "That is, in fact, one of the big criticisms of our culture," Nadella says. "There are so many people who can say no, very few people who can say yes … What's at a premium for me is not people who say no but people who can make things happen."

Though you can't say yes to everything. As an innovation safety valve Nadella has revived something called the Garage, an internal space where staffers can tinker with random projects that don't fit into current releases. Microsoft's first hackathons have happened under Nadella, and a lot of Garage projects come out of those. "It's self-formed teams, essentially, and they persist. Like one of the teams is taking OneNote and adding all kinds of natural-language capabilities into it, so that for example dyslexic kids can start reading. It's not a sponsored project, but there are people from Microsoft Research, there are people from OneNote, people who have always dreamt of doing new forms of reading in Windows, all coming together and building this out. And what happens is, whatever is a hit in Garage, the next product team looks at it and says, oh, maybe I should put it in my product."

One of Nadella's mantras is, nobody at Microsoft owns the code base. You might own a particular use case, a particular scenario, but everybody owns the code collectively. In December, according to Nadella, Microsoft for the first time released a software update that patched all its devices in one go: PCs, tablets, phones, Xboxes, everything. "A lot of people tell me this is the first time there is even common vocabulary in the company," he says. "Because after all we're symbolic beings, and language helps."

NADELLA WAS RIGHT EARLIER: it doesn't make a good photo op, but artificial intelligence was big in 2015, and it's going to be bigger in 2016. Microsoft is pouring buckets of cash into AI and machine learning, and has been for decades—this is one revolution that Microsoft is actually demonstrably not late to. The impact of this investment is difficult to quantify, but you see it in subtly enriched functionality: applications learning and making decisions and generally behaving slightly less like software and slightly more like people.

A good example is Skype Translator, widely released in October, which translates (with varying degrees of success) voice conversations in English, French, German, Italian, Mandarin and Spanish. You see AI in Cortana and Clutter—a feature in Outlook that cleans up your email inbox based on past behavior—and in the shape recognition in HoloLens. In November Microsoft showed off software that can recognize human emotions from facial expressions. The idea is for AI to become less a mad-science research project and more just another building block available to the average programmer. "Hey, we're the company that started with the BASIC interpreter," Nadella says, referring to Microsoft's very first product, a version of the programming language BASIC for the Altair 8800 microcomputer. "If this is the age of AI, we should be saying, let's democratize machine learning and AI so that every developer who wants to write intelligent apps can do it."

Microsoft doesn't have a monopoly on this stuff. Facebook, Google, Amazon and IBM all announced significant developments in AI this fall, and not just announced them but open-sourced them—there's a general industry-wide push to transform computing with AI, whether or not it makes a profit in the short term. "We're in the beginning of what I call the third big platform, or runtime," Nadella says, runtime

being the moment when an application starts executing. "The first platform was the PC operating system—to me the phone was a big extension of it, but the same metaphor. The web was the second runtime, which was, all of the pages in the world got digitized, and I could navigate through them. The third runtime is this intelligent agent or personal assistant, and we're in the very beginning of that phase. … It's like that Netscape moment, or the Mosaic moment."

This is a powerful idea. It used to be your OS that managed and structured your interactions with data; then it was your browser; increasingly it's a coterie of artificially intelligent agents that will eventually understand not just your natural-language queries but your emotions and body language, to the point where they're answering your questions before you ask them. The first time Nadella mentioned Cortana by name, a huge touchscreen on the wall of the conference room woke up, surprising even him, and presented us with the Bing search results for a garbled version of what he had just said—something about Cortana and the Navy. We're not quite living the future, but we're getting there.

OUR CONVERSATION WOULD not have been complete until I gave Nadella a hard time about Microsoft's struggles in the smartphone market. There is broad agreement that personal computing is shifting tidally away from desktops and onto mobile devices. Apple's share of this crucial space is 16%. Android's is 81%. Microsoft's is 2.2%, and that figure doesn't appear to be growing. In 2013 Microsoft tried to buy its way in by acquiring Nokia's cell-phone business; last summer it wrote off $7.6 billion on the deal, almost the entire purchase price, and laid off thousands of former Nokia employees. Even Ballmer—somewhat bizarrely, especially since he's the one who bought Nokia—was overheard loudly criticizing Nadella's mobile strategy during Microsoft's annual shareholder meeting in December.

The issue doesn't appear to fuss Nadella, but he doesn't have an overwhelmingly convincing solution either. His point, basically, is that as long as Windows stays strong on other kinds of devices, people will eventually turn to Windows Mobile so their phones can be part of that same ecosystem. Likewise app developers will be turned on by the idea that they can write one app and have it run on the whole suite of Windows devices. "We recognize that in this form factor we have low share," he says. "But we do have 110 million Windows 10 users who are on active devices today. We just upgraded all of Xbox to Windows 10. HoloLens is a Windows 10 computer. And we believe that it's the network effect across all of these devices. That's our strategy." I ask him whether there's a marketing piece, whether Microsoft might just not be cool enough to sell a product as personal as phones, but he is unintrigued by this line of inquiry. Though neither does he incinerate me with heat vision, the way Gates or Ballmer might have.

In fact if there's one thing that makes Nadella the right person to stand watch over Microsoft's middle age, it may actually be that he's humbler and less ambitious than his predecessors. He's more hip to nuance and compromise. He is not hell-bent on owning the world, because the world is too complex and fluid to be owned by anyone right now. It's a lesson Nadella first learned in his interactive-TV phase. "These walled-garden approaches, sometimes you can make it through, right?" he says. "You could say today Facebook is doing it successfully. But there is an alternative, where you have a strategy which is more to ride that wave and then differentiate. That is perhaps the best sort of meta-learning for me."

He's not too proud to hedge his bets. Microsoft is putting markers down at all points on the technology food chain. It's building phones and sticking doggedly with Windows Mobile, but it's also putting key apps like Office and Cortana on iOS and Android, a heresy Nadella's predecessor never sanctioned, and meanwhile it's pushing HoloLens as the mobile platform of the future. "I'll admit that we missed mobile as it's understood today," he says. "I don't think we're going to miss mobile as it's going to be understood five years from now." And even if Microsoft gets muscled out of the hardware, and the OS, and the applications, it can still own the cloud, where the data that all those things feed on lives.

Nadella is embracing the complexity of the moment: his fluid, flexible Microsoft is a response to an increasingly fluid, complex computing environment, what Nadella calls (with his engineer's gift for not coining a phrase) a "heterogenous device environment." Personal computing is no longer organized around a single solar center, the PC, orbited by subordinate planetary peripherals. Now it moves from device to device, from desktop to laptop to tablet to phone, and whichever one you're holding at the moment is the center. "It's more going to be about the mobility of the human experience across devices vs. just the mobility of any single device," he says. "This is a lesson learned from our own PC past—I think we were more perhaps obsessed with just one device being the hub for all activity for all time to come."

Nadella is playing the long game, where the object isn't to run the table, it's just to keep playing. "If there was Techmeme in 1975, we would have been on it every day, duking it out," Nadella says, referring to a technology-news site popular in Silicon Valley. "In the middle of the '80s we would have been on it with DOS. We would have been on it in the mid-'90s with Windows. And here we are in 2015 with cloud and AR. So now tell me: How many companies were there then who are now here in a relevant way? Not just at the bottom-line profit. Not in having one great research institute. No: but duking it out." ◻

'A lot of people tell me this is the first time there is even common vocabulary in the company.'
Nadella

the year ahead in invention

2016 CALENDAR

january

1/1 Microsoft's giant touchscreen **Surface Hub** starts shipping **1/1** The year's first major meteor shower, the **Quadrantids,** starts **1/6–1/9 Las Vegas is taken over by technology fans during CES 2016**

february

2/2–2/4 Probiotic scientists get a gut check at the **Probiota Conference 2016** **2/11–2/15 The American Association for the Advancement of Science gathers** **2/22–2/25 New smartphones are unveiled at Mobile World Congress** **TBD** Students worldwide compete in the **Google Science Fair**

march

3/2 Astronaut Scott Kelly returns to Earth after a year in space **3/9** Sky gazers are treated to a **total solar eclipse** **3/11–3/15** Technologists and musicians descend on Austin for **SXSW** **3/30** Windows fans get a glimpse of the future at **Microsoft Build 2016** **TBD** NASA blasts the **InSight lander** toward Mars **TBD** Samsung is expected to release its **Galaxy S7** smartphone.

april

4/2–4/6 Scientists get together for the **Experimental Biology** conference **4/12–4/13** Mark Zuckerberg reveals his company's future plans at **Facebook F8** **4/27–4/28** Android fans tune in to **Samsung's Developer Conference** **TBD SpaceX's powerful Falcon Heavy rocket is expected to launch for the first time**

may

5/9 Look up! A rare **planetary transit** makes Mercury visible from Earth **5/11–5/12** Mobile-tech gurus meet for the **Apps World North America** conference **5/13–5/17** Health experts share their work with the **American Association of Immunologists** **5/31 Activists urge smokers to kick the habit for World No Tobacco Day** **TBD** Google shows off its newest innovations at **I/O 2016**

june

6/8–6/10 Sustainability experts take part in the International Conference on Environmental and Economic Impact on Sustainable Development **6/14–6/16 The biggest video games of the year are revealed at E3** **TBD** Apple gives a sneak peek at its upcoming products at the **Worldwide Developers Conference**

july

7/10–7/14 IT pros link up for **Cisco Live** **7/10–7/14** Microsoft opens the doors for its **Worldwide Partner Conference** **7/12** New Yorkers actually stop moving to gaze at **Manhattanhenge** **TBD** TV watchers swarm to Discovery Channel for **Shark Week**

august

8/4–8/7 Hackers good and evil meet for Def Con **8/4–8/7** Psychologists open up at the **2016 APA Convention** **8/7–8/12** Ecologists share a habitat for the **2016 ESA annual meeting**

september

9/2–9/7 Consumer-tech companies unveil new gadgets at **IFA** **9/16 Environmentalists mark the International Day for Preservation**

Product watch

These '90s favorites are coming back

The Powerpuff Girls return with sugar, spice and everything nice

JNCO jeans will rock the fashion world

Lego will release bricks based on *Batman v. Superman*

Crystal Pepsi could make a comeback after a contest sparked demand

ILLUSTRATIONS BY PETER RYAN FOR TIME; ANDROID: GOOGLE; SHARK: GETTY IMAGES; TITANFALL: ELECTRONIC ARTS; POWERPUFF: CARTOON NETWORK (3)

of the Ozone Layer TBD The **Google Science Fair** winners are honored. **TBD** Apple may launch its next iPhone and other surprises

october

10/24 Doctors gather for the **Parkinson's Disease Therapeutics Conference TBD The Nobel Prizes in science are revealed TBD** Apple's new Mac software is likely to launch **TBD Google's Android update** arrives

november

11/1 The ADA reminds us to eat healthy during American Diabetes Month **11/14–11/16 Oncologists share ideas at the American Institute for Cancer Research's annual conference 11/17 The Tech Awards** honor innovators using technology to solve global problems

december

12/1 Red ribbons raise awareness during World AIDS Day 12/13 The **Geminid meteor shower** peaks **TBD** Technologists talk wearables and 3-D printing at the **Designers of Things conference TBD** The year's best video games get play at **the Game Awards**

Compiled by Lisa Eadicicco and Olivia B. Waxman

Frontiers in health

THE MEDICAL FIELDS LIKELY TO HAVE THE BIGGEST IMPACT IN 2016

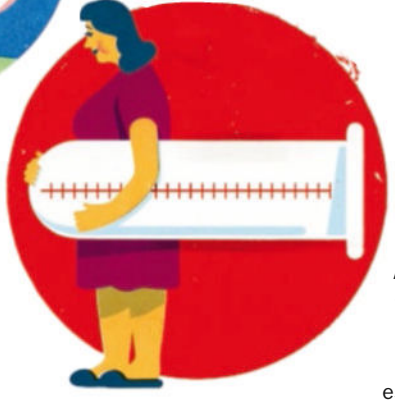
By Alexandra Sifferlin

Personalized diets
Israeli scientists discovered that people's bodies respond differently when they eat the same foods, possibly in part because of variations in the microbiome—the trillions of bacteria that live in our gut. That suggests a personalized diet could soon aid weight loss.

Giant data sets
The National Institutes of Health will embark on the most ambitious government-led study to date, collecting data on matters like genetics and lifestyle choices from 1 million Americans over many years.

Nonvital transplants
Doctors are performing groundbreaking face transplants, uterus transplants and penis transplants, to name a few. The milestones mark triumphs in transplants that do not save lives but do tremendously improve them.

Fetal DNA testing
Some doctors offer earlier and less invasive screening for genetic abnormalities and even the sex of the fetus. The process involves just a small blood sample, but some experts worry it will introduce more questions than it answers.

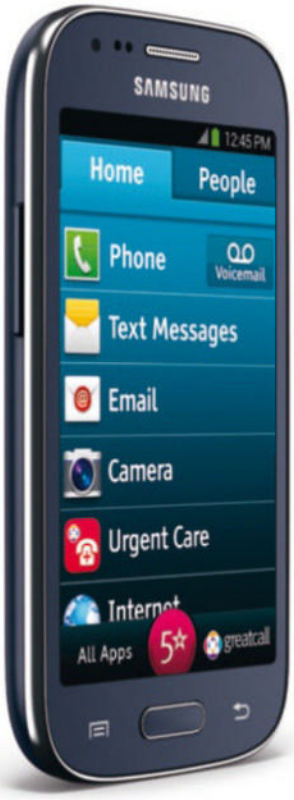


Gene editing
A technique called CRISPR-Cas9 allows scientists to theoretically add or remove genetic material, which has great implications for a variety of health problems, especially inheritable diseases. Its co-creator *(see page 117)* is calling for caution on how it's used.

WE ♥ TALK Give the gift of double minutes for life

jitterbug touch

The Jitterbug Touch smartphone is the easy and affordable way to call, text and email.



SAMSUNG

Simple meets smart with the Jitterbug® Touch3 smartphone from GreatCall,® the creators of the original, easy-to-use Jitterbug cell phone.

EASY Talk, text, email, download apps and browse the Internet with ease. Unlike other smartphones that are complicated with tiny icons and multiple screens, the Jitterbug Touch is easy to use right from the moment you turn it on. Everything you want to do, from texting to taking photos, is organized in a single list on one screen with large, legible letters. This simplified approach takes all the guesswork out of using a smartphone and puts everything right at your fingertips.

SMART Built by Samsung, the Touch has an ultra-modern look and has been specially designed with GreatCall's signature simplicity. The 4-inch display and full-size on-screen keyboard make typing effortless, while the built-in camera lets you capture and share photos anywhere. The Touch comes preloaded with GreatCall's award-winning health and safety apps, including 5Star® and Urgent Care, so you can get the help you need wherever, whenever you need it.

AFFORDABLE Other smartphones require excessive plans that make you pay for data you don't need. For as low as just $2.49 per month, GreatCall provides a variety of data plans so you're able to add the one that works best for you. Compared to other cell phone companies, you could save over $300 per year, making the Touch phone plans the most affordable on the market. And now with WE♥TALK you'll get double minutes for life on select plans.

LIMITED TIME

25% OFF

All Devices. Offer Ends 12/26/15.

Exclusively at

BEST BUY RITE AID sears

The most affordable plan on the market.		
MINUTES	DATA	TOTAL
As Low As $14.99	As Low As $2.49	Per Month $17.48

No contracts, no cancellation fees | Full on-screen keyboard simplifies typing | Dependable nationwide coverage | Built-in 5-megapixel camera | 100% U.S.-based customer service

Call 1-866-365-9594 or visit greatcall.com

greatcall.

CONSUMER AFFAIRS ACCREDITED

25% off and WE♥TALK offers end 12/26/15 and apply to new GreatCall customers only. Double minutes available on select plans, see greatcall.com for details. $300 savings calculation based on market leaders' lowest available monthly published fees. Plans and Services may require purchase of a GreatCall device and a one-time setup fee of $35. Monthly fees do not include government taxes or assessment surcharges and are subject to change. Coverage is not available everywhere. 5Star or 9-1-1 calls can only be made when cellular service is available. 5Star Service will be able to track an approximate location when your device is turned on, but cannot guarantee an exact location. GreatCall is not a healthcare provider. Seek the advice of your physician if you have questions about medical treatment. Samsung is a registered trademark of Samsung Electronics Co., Ltd. Copyright ©2015 Samsung Electronics America, Inc. Jitterbug, GreatCall and 5Star are registered trademarks of GreatCall, Inc. Copyright ©2015 GreatCall, Inc.

Tastemaker

Riccardo Tisci, master of mood

HOW THE PIED PIPER OF REBEL CHIC KEEPS THE HOUSE OF GIVENCHY TRENDING

By Ariel Foxman

SABRINA THEISSEN

It has been a decade since luxury conglomerate LVMH put the unknown Riccardo Tisci at the creative helm of Givenchy, one of fashion's most revered but, at the time, broken houses. Tisci grew up poor, the youngest of nine children and the only son, in a coastal town in southern Italy. Within six years of graduating from design school, he was handed an enviable position at Givenchy in an insular and competitive industry. Tisci marked his collections with an ink-blot-dark melancholic romanticism, in sharp contrast not only to the hallmarks of Givenchy—Audrey Hepburn's LBD in *Breakfast at Tiffany's* comes to mind—but also with the glam thrust of fashion at the time. That moody beauty became his signature aesthetic and is now copied the world over. Tisci has racked up celebrity muses and fans—Madonna, Rihanna, Cate Blanchett—and Givenchy, the receipts for season after season of It items. And some major flux in major French fashion has recently positioned the designer as de facto Establishment. Last season alone, Alber Elbaz was pushed out at Lanvin, Raf Simons bowed out at Dior, and Balenciaga was handed over to wild card Demna Gvasalia. While these labels find their equilibrium, it is Tisci, at Givenchy, who can offer a consistency of chic.

Do you think there's such a thing as good and bad taste? I don't think so. Taste is very personal. Taste for me is the borderline between something that could be beautiful and something so ugly it has a strong beauty. When I arrived 10 years ago, what I was doing was very languid, more dark, much more sensual. People didn't really

accept it. But after 10 years, I am considered one of the people who know how to make women beautiful and to make things that are very tasteful. And that, in a way, is funny. You can open any housewife magazine now and see different references to the "Gothic Lady" trend. So that is cool.

Is there a universal ideal of beauty? Some of it is education. There are only a few things that everyone will recognize as beautiful—like Michelangelo. And these things get pressed on people, no matter which country. Everybody *knows* that Brooke Shields is one of the most beautiful people in the world. And she is.

With society catching up to your aesthetic, do you have anxiety around needing to change? When you have it in your blood, nobody can take it away. I worked a lot on my identity. It would make me happy when I would see journalists writing "Riccardo Tisci black." I didn't invent black color, but people related so much black to me, which is a very beautiful thing.

What role does fashion play in inspiring others? Everybody has a different style, and everybody has a different belief. Groups, gangs, tribes. In fashion, you have people that follow a style and people that are making a style. And there are still essential designers with a strong point of view. They are not only selling you clothing—they sell you an identity; they sell you a journey. When they've done that, they've created tribes and they've created soldiers. You feel certain things when you go to Givenchy. Our women and our men are very strong and recognizable.

At a house with such a distinct identity, how do you renew your inspiration? During the show period, I am so intensely there. But when the show is finished—the moment right after—I need a culture shock. Not to forget what I've done, but I need to kind of jump in the water, to feel clean. Other designers talk about reading magazines and seeing this film or that, but that never happens to me. I wish I was like that.

So where does all the magic come from? Most of the time I start the collection thinking of things happening in my life. This season was love. I suffered four years ago for love. Very strongly. I went to the dark place. And since then, I always thought that love was not there anymore. I was so scared about love and then lately I met people, and I changed. I grew up. And that brought me

03.

Tisci's pieces

GIVENCHY'S SPRING/SUMMER 2016 SHOW WAS A TRIBUTE TO NEW YORK CITY, LOVE AND ALL THINGS RICCARDO

back to when I was 7 years old. I brought my sister to her own wedding because my father had died. I was the little boy bringing my sister to the altar. It was so emotional to me. The bride, the love, the belief in love. Something that was very pure and fresh.

How do you manage designing for a luxury house that also is very much in tune with its young fans? In the beginning, when I was doing couture I would go back to Milan, and my sister's children loved what I was doing but they were like, "Oh, it's so expensive." And that took me back to when I was young, dreaming about being part of the Gianni Versace lifestyle that I couldn't afford. I was saving money to buy Helmut Lang jeans because I was obsessed. And so today at Givenchy, one of the most important things is that you can go and buy a $300,000 couture dress, but you can buy a sweatshirt, trainers, a jersey top as well.

How do you come up with the iconography in your collections—the Bambi, the Madonna, the Rottweiler (right)? It comes from my guts. I am a Leo. Usually for a Leo, if you tell him not to do something, he's doing it. Which luxury house in history would put an upset dog on a jumper? Nobody. And it came up because I love Rottweilers. They are such a sweet dog, but the most beautiful moment is when they are aggressive. When I first did the collection, my team looked at me laughing, saying I was going to be canceled. We sold 2,000 pieces the first show—and it's still one of the best sellers.

You are active on social media—you have a million followers on Instagram. How does it factor into your creative process? A million and one. When I first started I actually hated it. Then at some point, I understood deeply what it was about. Some people use it to promote themselves. I put up inspiration pictures, celebrities, traveling, more about my life. I was shocked in the beginning when I was getting all these comments—kids from Yugoslavia, China, Australia, New York. They would say things that brought me back to when I was young and I dreamed to be part of this beautiful world.

Givenchy has a very strong celebrity "gang." Is it organic or strategic? I don't use it as a vision. I don't dress people just to have somebody on the red carpet. With us, it's a proper relationship. This collection is black and white and it's super Julia Roberts. Probably the one before was less Julia Roberts. I don't want to stick a Spanish dress on Julia Roberts and put it on the red carpet. It would be wrong. Julia is a very intelligent woman and knows what she wants. She knows that from me she can get that.

You have been dressing the Kardashians for four years now. Of all the clan, who is your favorite to dress? Of course, my close one is Kim. I met Kim first through Kanye because I worked with Kanye and we're really close friends. I promise today that I didn't see one episode of *[Keeping Up With the Kardashians].* I just went to Kris's 60th-birthday party. Kim's a hard worker, an amazing girl. Kourtney's really beautiful and really elegant. And Kendall. We started her [modeling] career. I love all of them.

You showed Givenchy's spring/summer 2016 ready-to-wear collection in New York City on Sept. 11. The show was a love letter to love, but also to America. Why are you so in love with America? Most of the Italian immigrants that came to America became successful. We have so many stories … Sophia Loren, Pacino, Madonna, even Gaga. America can be a very conservative country, but it's a country that gives a chance to people. If you have something to say, America listens to you. It's a very rare thing in the world.

Foxman is the editorial director of InStyle

PIECES, ROTTWEILER, ABRAMOVIC, BEYONCÉ: GETTY IMAGES; APP: INSTAGRAM; MOVIE: EVERETT COLLECTION

QUICK PICKS

A few of Tisci's favorite things

ARTIST
Fontana, Giacometti, Marina Abramovic, Cindy Sherman, Tom Burr

ARCHITECT
Scarpa and Gio Ponti

AUTHOR
Dino Buzzati

ALBUM
Erotica by Madonna

SAD SONG
"You Are My Sister," by Antony and the Johnsons

DANCE SONG
"Crazy in Love" by Beyoncé

RESTAURANT
Mr. Chow in L.A.

MUSEUM
Musée d'Orsay in Paris

HOTEL
The Mercer Hotel in New York

MOVIE
Non Ti Muovere

COLOR
Black

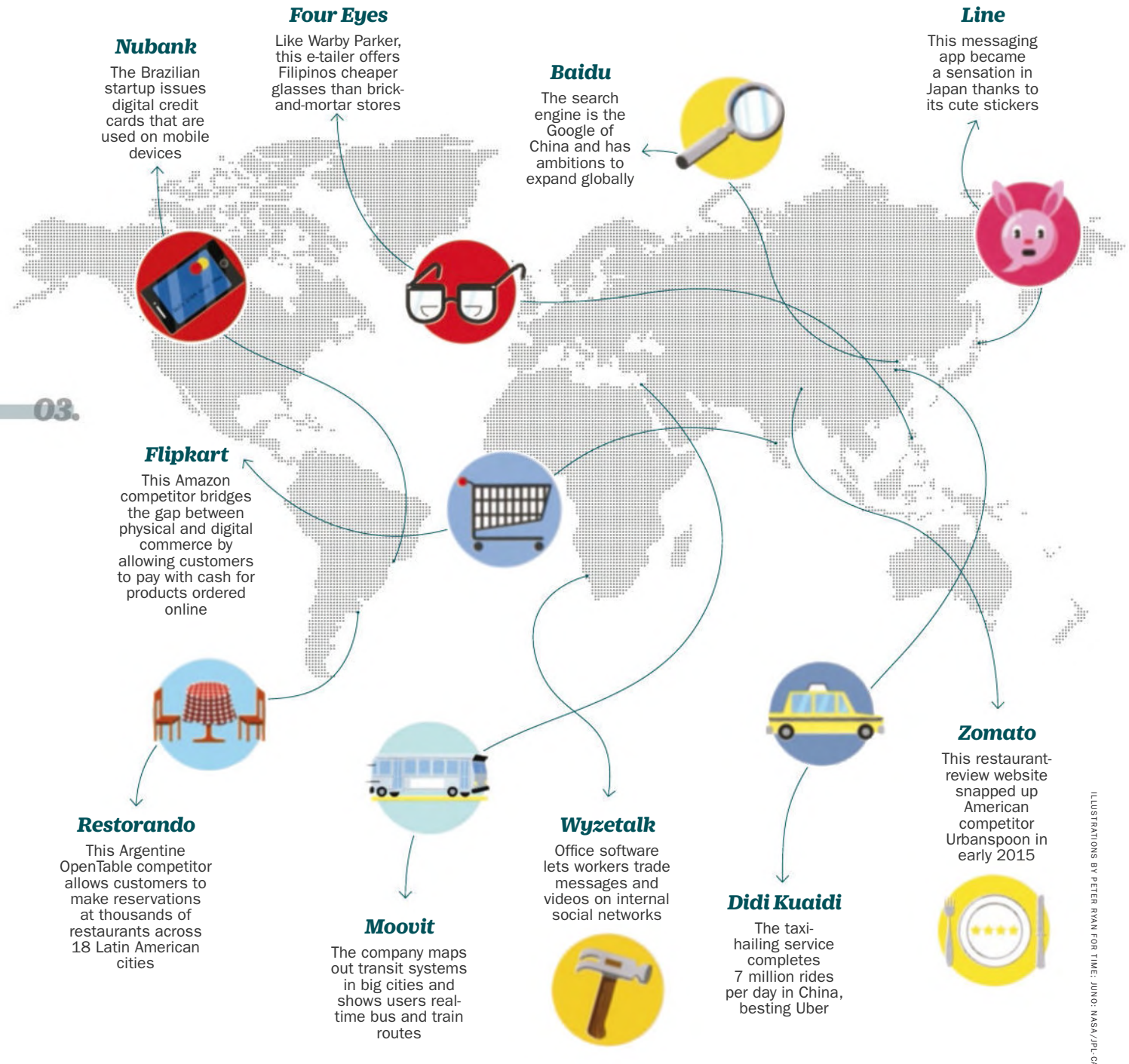
RAIN OR SUN
Sunny days in the winter, rainy days in the summer

APP
Instagram

Silicon Valley has competition

STARTUPS AROUND THE WORLD ARE COMING AFTER SERVICES PIONEERED IN THE U.S. HERE ARE THE NAMES YOU'LL HEAR IN 2016

By Victor Luckerson



Nubank

The Brazilian startup issues digital credit cards that are used on mobile devices

Four Eyes

Like Warby Parker, this e-tailer offers Filipinos cheaper glasses than brick-and-mortar stores

Baidu

The search engine is the Google of China and has ambitions to expand globally

Line

This messaging app became a sensation in Japan thanks to its cute stickers

03.

Flipkart

This Amazon competitor bridges the gap between physical and digital commerce by allowing customers to pay with cash for products ordered online

Restorando

This Argentine OpenTable competitor allows customers to make reservations at thousands of restaurants across 18 Latin American cities

Moovit

The company maps out transit systems in big cities and shows users real-time bus and train routes

Wyzetalk

Office software lets workers trade messages and videos on internal social networks

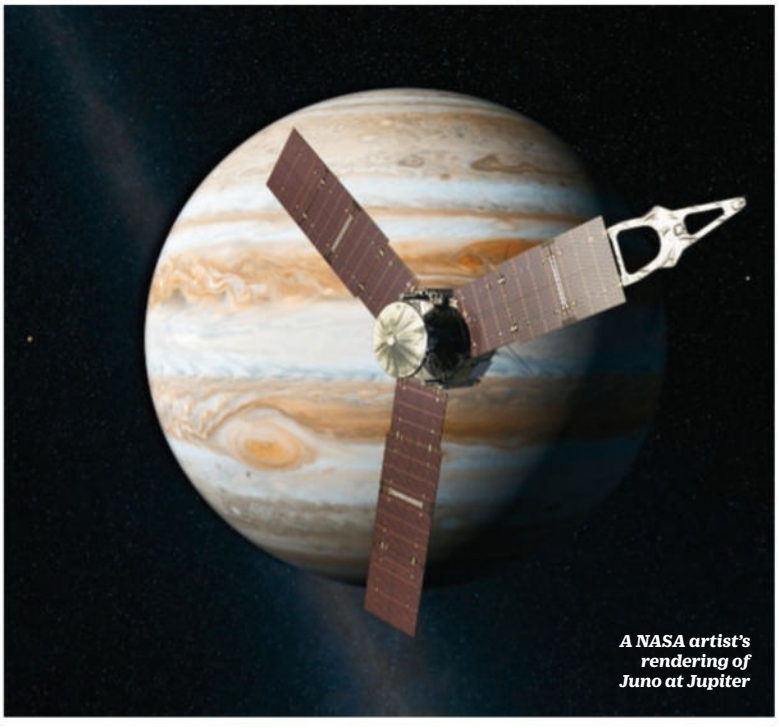
Didi Kuaidi

The taxi-hailing service completes 7 million rides per day in China, besting Uber

Zomato

This restaurant-review website snapped up American competitor Urbanspoon in early 2015

ILLUSTRATIONS BY PETER RYAN FOR TIME; JUNO: NASA/JPL-CALTECH



A NASA artist's rendering of Juno at Jupiter

A busy year for space

TWO SPACECRAFT TO TWO WORLDS WILL HELP ANSWER ONE BIG QUESTION ABOUT THE SOLAR SYSTEM

By Jeffrey Kluger

PLANETS ARE A LITTLE LIKE dogs: they all belong to the same general group, but they look so different you can't always tell. That's especially true of the gas giants in the outer solar system, like Jupiter, and the lapdogs closer in, like Mars. This year, two NASA spacecraft going to those two planets will help answer the question of how such different kinds of celestial bodies came to be.

The first ship to get to work will be Juno, the Jupiter probe, which was launched in 2011 and will arrive at its destination on July 4, 2016, swinging into orbit for a 20-month stay. While there, it will study Jupiter's gravity and magnetic fields, the composition of its colorful atmosphere and its brilliant polar auroras. It will also seek to determine if Jupiter does or does not have a solid core.

Leaving Earth sometime in March 2016 will be the Mars InSight probe, which will land on the Red Planet in September. InSight will not be a rover; its most important experiment will be to drive a probe 16 ft. (5 m) into the Martian interior, studying heat flow and thermal history. InSight's other instruments will measure seismic activity and the faint wobbles caused by the sun's gravity as the planet glides through its orbits—providing more clues to Mars' makeup and past.

Both spacecraft will meet poignant ends. InSight will operate for 728 Earth days before powering down forever. Juno will be deliberately deorbited into Jupiter's clouds, preventing it from crashing instead on a Jovian moon and potentially contaminating it with bacteria from Earth.

Both ships will have spent their brief lives well.

NEXT IDEAS

Here's a breakdown of the innovators in science and technology who will help shape the world

Space Exploration

Gwynne Shotwell, SpaceX. Under her leadership as president and chief operating officer, SpaceX has signed some 50 launch contracts worth almost $5 billion, including a deal to send NASA astronauts to the International Space Station by 2017.

Cybersecurity

George Kurtz, CrowdStrike. Kurtz founded a startup that neutralizes digital threats to businesses using cloud computing rather than on-site servers. That allows a faster response to cyberattacks.

Tech Diversity

Laura Weidman Powers, Code 2040. Her nonprofit helps place black and Latino engineers in internships at companies like Google and Apple, while also training thousands of students in interview and networking techniques. The organization plans to double the size of its programs in 2016.

Manufacturing

Greg Morris, General Electric. He heads GE's additive-development center, which is building fuel nozzles for a fleet of Airbus jet engines using 3-D printing. The new technique will make the nozzles lighter, increasing fuel efficiency, as well as more durable, cutting repair costs.

—Victor Luckerson

Stand up against attacks on cultural heritage...

...and celebrate the culture, objects and places that matter to you.

JOIN THE CONVERSATION!

POWERED BY UNESCO

UNITE4HERITAGE

unite4heritage.org

7 questions with

JENNIFER DOUDNA

SHE DEVELOPED A TECHNIQUE THAT ALLOWS SCIENTISTS TO EDIT HUMAN GENES. BUT WHEN IS IT O.K. TO USE IT?

By Alice Park

KEEGAN HOUSER—UC BERKELEY

It might sound far off, but the day has come when doctors, spotting an undesirable bit of DNA in a fetus, could—in theory—simply pluck it from the genome. That's thanks in part to Jennifer Doudna, a molecular biologist at the University of California, Berkeley, and Emmanuelle Charpentier from the Max Planck Institute, who created the most precise set of molecular scissors ever made. Called CRISPR-Cas9, it gives scientists nearly free rein to fix and manipulate the human genome. And that's why its creators are calling for caution.

Gene editing makes people nervous—some say it's like playing God. What do you think? Every technology has the potential to be used in ways that are beneficial for humanity and also potentially problematic. It's no different here.

'Technology has the potential to be used in ways that are beneficial for humanity and also potentially problematic.'

What scientific nightmare scenario keeps you up at night? That with all the excitement that's been generated around this, that somewhere, someone will do something with the technology that is perceived to be dangerous or that *is* really dangerous. If that happens anywhere in the world, it could put a real damper on the field. There would potentially be public backlash and a rejection of this technology, even if we all agree that for certain applications, it's likely to be safe. This is my fear.

How are scientists addressing the ethical issues raised by CRISPR? I've been involved in the last year in thinking about the ethical implications of CRISPR and how it's used. There are two areas where there's been a lot of discussion: one is using this in organisms that might be released into the environment, where they could have an ecological effect. The other is the use of CRISPR to make changes in egg or sperm, which can create a person where changes to their genome are translated to future generations.

Do you think CRISPR should be used on egg and sperm cells? We need more broad societal consensus before moving forward with that kind of application.

Do you see any new treatments coming in 2016 thanks to CRISPR? There are a number of things on the horizon. There is already a lot of work being done to apply CRISPR to genetic diseases of the blood, like sickle-cell anemia, where we can repair the mutation that causes it. I don't know if it will happen this year, but soon we'll see the first clinical trial for sickle-cell. That seems astounding, but it's what I'm expecting.

Do you think it's a good time for women in science? As I've gone further in my career, it's really come home to me that there actually still is discrimination against women and other underrepresented groups in science. It's not intentional, but it's very real for me. It bothers me deeply.

Is a Nobel Prize in your future? CRISPR is powerful in part only because we have access to many other resources and tools in science. Beyond that, one can never speculate about these sorts of prizes.

04. COUTURE

ADELE, A VOICE FOR ALL GENERATIONS

plus

CRIME TIME
The O.J. Simpson saga returns to TV

NEXT GEN
Meet the post-millennials

TRUTH SEEKERS
Gillian Anderson on the *X-Files*' rebirth

PHOTOGRAPHS BY ERIK MADIGAN HECK FOR TIME

Adele is music's past, present and future

POP'S OLDEST SOUL RETURNS TO THE SPOTLIGHT / BY SAM LANSKY

04.

ADELE
made music history with her new album, *25,* which became the fastest-selling record of all time after moving 3.4 million units in its first week

ON A CHILLY NOVEMBER NIGHT, Adele takes the stage at Radio City Music Hall in Manhattan for her first show in the U.S. in four years. It's also the first stop on a stateside publicity tour to promote her new album, *25.* After singing her No. 1 smash "Hello," an orchestral ballad that aches with regret, she kicks off her shoes center stage and sighs. "How are you?" Adele asks the audience. "Are you all O.K.?" The crowd cheers. "I'm sorry," she says. "I've got gas because I'm nervous." Laughter erupts in the hall.

"I don't think she even realizes how beloved she is," the woman next to me says to her friend in a loud whisper. "She's *literally* a national treasure."

Judging by Adele's commercial success, at least, this is less opinion than fact. Prognosticators anticipated that *25* might sell a million copies in its first week, an extraordinary figure in an anemic music industry that has seen physical record sales wither. Selling 2 million units would be miraculous. The last time that happened was in 2000, when 'N Sync's blockbuster *No Strings Attached* sold 2.42 million copies—albeit long before streaming services obviated the need to buy albums. But by the first week's end, Adele had sold 3.38 million copies of *25,* making it the biggest sales week in history. Then sales passed another million the following week. Then another.

Adele can't account for how she pulled off the seemingly impossible. Reclined on the floor of her hotel room a few days after the concert, she says she has "no idea" why she's sold so many records. "It's a bit ridiculous. I'm not even from America." The 27-year-old sets down her cup of tea, brightening. "Maybe they think I'm related to the Queen. Americans are *obsessed* with the royal family."

This is a little disingenuous, but only a little. Her last album, *21,* was the best-selling record of 2011 and '12, racking up a staggering 30 million copies worldwide. The lead single on *25,* "Hello," also shattered records: its music video was viewed at a rate of 1.6 million times per hour on YouTube. It stood to reason that she'd do good business. Still, Adele's return to the spotlight is unlike anything the music industry has ever seen. Says Keith Caulfield, co-director of charts at *Billboard,* which tallies music sales: "She's a unicorn." Even compared with 2014's biggest blockbuster—Taylor Swift's *1989,* which sold less than half as many copies during its debut week—that isn't hyperbole.

Adele, of course, is more than a set of stratospheric numbers. In a stunted pop economy in which her contemporaries try to sound simultaneously like each other and like what might be trending next, Adele does the opposite: she sounds like the past. Her music is dignified, even stately, cutting across demographics. On *25,* as on her previous releases, she cements her reputation as pop's oldest soul with songs that are intimate and simple.

And then there's the voice.

"She studied Ella Fitzgerald and Nat King Cole—all the old greats," says Ryan Tedder, lead singer of the pop-rock outfit OneRepublic, who wrote two singles with Adele on *21.* "You have a voice that's been trained on the greatest singers of all time." That voice is a mighty instrument, clean and muscular. But most of all, says Tedder, who also co-wrote the ballad "Remedy" on *25,* Adele's appeal is her authenticity. "When she writes a song," he says, "it doesn't sound like songwriting by a committee. It's just her."

When you talk to people about Adele, pretty much everyone uses the word *authentic* sooner or later. But over the course of a week with her, it's not one she uses to describe herself or her music. Nor is she into other industry jargon. At one point, she volunteers that she hates the word *brand,* for example. "They all use that word," she says. "It makes me sound like a fabric softener, or a packet of crisps."

Unlike nearly all her peers, Adele has no product-endorsement deals. She seems uninterested in the contemporary practice of working to maintain a specific image. She just doesn't want to be perceived

DOUGLAS GORENSTEIN—NBC/NBCU PHOTO BANK/GETTY IMAGES; PREVIOUS AND FOLLOWING TWO PAGES: MAKEUP AND HAIR BY MICHAEL ASHTON

Adele returned to Saturday Night Live *on Nov. 21, seven years after her first performance there helped launch her in the U.S.*

as a jerk. "Some artists, the bigger they get, the more horrible they get, and the more unlikable," she says. "I don't care if you make an amazing album—if I don't like you, I ain't getting your record. I don't want you being played in my house if I think you're a bastard."

Adele will be played in a lot of houses in 2016. Her voice has the impact of a thousand tons of bricks. The zeitgeist can't seem to get enough—the memes spawned by "Hello" alone were numerous enough to clog social media for weeks. Yet she's the only pop star you can listen to with your grandma. That's the reason she can dominate as fully as she does: Adele bridges pop music's past and its future.

IN PERSON, Adele is frank and funny, peppering her speech with profanity and self-deprecating asides. Perhaps that's why it's startling to register how young she still is. *25,* like the two albums before, is named for the age she was when she recorded it. Born Adele Laurie Blue Adkins and raised in the working-class London neighborhood of Tottenham by a single mom, she recalls her childhood through the lens of being a new mother. Her son Angelo is 3. "The environment in which my kid is growing up couldn't be further away from the way I grew up," she says. "But there was never any embarrassment about showing love in my family."

Early on, she was inspired by R&B artists such as Lauryn Hill and Alicia Keys, along with legends like Etta James. At 14, she earned a spot at the BRIT School, an elite performing-arts school that also counts Amy Winehouse and Leona Lewis as alumnae. She was scouted on MySpace and signed with indie label XL at age 18. When she began recording her debut album, *19,* her expectations were low. "I was a brand-new artist," she says. "No one cared." But a warm reception in the U.K. and a high-profile performance on *Saturday Night Live* in 2008 showcasing her single "Chasing Pavements" garnered buzz in the U.S. That winter, she won the Grammy for Best New Artist.

Superstardom came the following year when she released another single, "Rolling in the Deep," a stomping anthem that set the tone for the record that followed and topped charts around the world. Released in 2011, *21* was largely about the end of a relationship that hit on classic themes of heartache and empowerment. Her songs often sounded simpler than they were. The easy melody and spare production of a track like "Someone Like You," for instance, makes it seem universal. Yet it's also an emotionally complex piece of writing.

By the time Adele was a household name, she was ready for some time off. After giving birth, she did the most radical thing an artist at her level could do: she went mostly dark to spend time with her boyfriend, charity executive Simon Konecki, and their son Angelo. "I was very conscious to make sure that our

‘You’re only as good as your next record.’

Adele

bond was strong and unbreakable," she says. "I had to get to that point before I'd come back."

This left her with little in the way of material for a new album, however. First she tried writing songs about motherhood, most of which she tossed. "I loved it," she says "For me, it was great. Better than *25*. But he's the light of *my* life—not anyone else's." She didn't want to write about the issues in her partnership with Konecki. "We're in a grownup, adult, mature relationship," she says. "I didn't want to write about us, because I didn't want to make us feel uncomfortable." Nor did she want to resort to shallow material. "Can you imagine if I was singing about texting?" She cackles. "You would never get me singing about having a drink in the club."

It wasn't until Adele turned the lens back on herself that she was able to make progress. "That's when I decided to write about myself and how I make myself feel, rather than how other people make me feel," she says. She also decided not to rush it. "It doesn't matter how long it takes," she says. "You're only as good as your next record."

This is also the DNA of her songs on a compositional level. Much of what's on the radio is cooked up by A-list producers and songwriters who churn out hooks, snippets of melody, lyrics and song concepts. Their work is then mined for precious No. 1 hits. It's a sound rooted in the late '90s, when artists like Britney Spears and the Backstreet Boys began recording tracks written by superproducers like Max Martin and his Stockholm team of songwriters, who expertly blended American R&B and European dance music. Nearly two decades later, Martin is still shaping hits for artists including Taylor Swift and Katy Perry.

Top songs are also often written to track, which means a producer makes a beat, then a songwriter listens to it and attempts to generate words that fit that beat, sometimes singing nonsense until the language begins to take shape. It's more about how lyrics sound than what they mean. This has become a bedrock part of the industry, as laid out in John Seabrook's recent book *The Song Machine: Inside the Hit Factory*. And it's how you end up with something like Ariana Grande's dance-pop confection "Break Free": "I only wanna die alive … Now that I've become who I really am."

04.

'I write a song from beginning to end. I don't go in sections. It's a story.'
Adele

While every artist has a different level of involvement with the composition of their songs—Swift writes her own material, for example, and wrote her 2010 album *Speak Now* without the help of any other songwriters—there remains a widespread sensitivity to hit potential that guides the process. The songs on the radio are catchy because they're engineered to be. "Mathematical songwriting" is how Tedder describes it. "It works if you're someone who gets called on to write hits," he says. "But it doesn't lead you to a place like Adele. That sh-t doesn't work on her."

Adele's dismissal of this is a big part of why she reminds people of the way music used to sound—she writes it the way music used to be written, decades ago, before that teen-pop boom of the late '90s. "I'm not precious about writing credits—it's whatever makes the best song," she says. "But I can't do that. I can't write a song based on a track." Her songs aren't a Frankenstein's monster of her best ideas, either. "I write a song from beginning to end," she says. "I don't go in sections. It's a story." Even though she, too, recorded songs for *25* with Martin, their cut—"Send My Love (To Your New Lover)"—doesn't have the stitched-together feel of many radio hits.

Greg Kurstin, who co-wrote and produced "Hello," says Adele's process is increasingly rare. "She would start out with actual lyrics," he says. "I don't see that in the pop world." Accordingly, Adele's songs stand out against much of what's popular now. "I'm not saying my album is incredible, but there's conviction in it," she says. "And I believe the f-ck out of myself on this album."

A FEW DAYS LATER, Adele is in the green room of the *Today* show. By this point, *25*—five days after its release—has already been cemented as the fastest-selling record since Nielsen began tracking first-week sales in 1991, breezing past all previous record holders, including albums from 'N Sync, Britney Spears and Eminem. Accordingly, the mood is high among her entourage. She is being primped and prodded by a swarm of makeup artists and hairstylists and looks every bit a diva. But when a dog barks in the hallway, she rushes out to pet it, barefoot in her Burberry gown. Suddenly her manager, Jonathan Dickins, rushes in, calling to Adele's stylist, Gaelle Paul: "Gaelle! Gaelle! We've got to get a new frock! The dog's had a wee on this one! Where's the Givenchy?" Paul, panicked, races out of the room. Once she's gone, Dickins cracks up—it was a prank.

A few minutes later, Adele takes the stage to perform "Million Years Ago," a nostalgic ballad. As soon as she starts to sing, the room falls silent. It's a haunting song, dirgelike in its starkness. Halfway through, one of the producers dabs at his eyes. The artist who's endlessly self-deprecating in conversation is instantly commanding when she opens her mouth to sing.

Unlike many of her contemporaries who use social media to telegraph relatability, Adele thinks the web is a big part of why stars get oversaturated. Not to mention artistically distracted. "It's ridiculous that high-profile people have that much access to the public," she says. "How am I supposed to write a real record if I'm waiting for half a million likes on a photo? That ain't real."

She's not a Luddite, but there is a nostalgia that even comes across in her music. "Hello" is a song about calling someone on the phone, not Snapchatting them. "People were going on about that

PREVIOUS PAGES: ERIK MADIGAN HECK FOR TIME

Let your inner glow, glow.

Get out of the sun. Grab some shade.

There's nothing sexier than healthy skin.

Protect your skin. Go with the beauty you were born with. It looks great on you.

SKIN CANCER FOUNDATION

Go with your own glow™

SkinCancer.org

Follow us on

©2008-2015 The Skin Cancer Foundation Campaign created in cooperation with Laughlin Constable, laughlin.com

Adele singing during one of her early performances in England in 2007

04.

I was calling on a landline," she says. "I still use landlines." Much was made of the fact that she uses a flip phone in the song's sepia-hued video, but that, too, was conscious. "It is so unlikely I'd have a flip phone in this day and age," she says. "Call me old-fashioned, call me ignorant, but whatever. Take it or leave it."

This ethos has guided her in other ways too. When reports surfaced that *25* would not be immediately available on streaming services such as Spotify or Apple Music, there was criticism from fans and industry insiders. She says she was under pressure from both sides—to stream and not to. (Artists, even megastars, make considerably less streaming their music as opposed to selling it.) "I don't use streaming," she says. "I buy my music. I download it, and I buy a physical [copy] just to make up for the fact that someone else somewhere isn't. It's a bit disposable, streaming." How much her decision helped boost her sales is tough to quantify. "I know that streaming music is the future, but it's not the only way to consume music," she says. She believes "music should be an event." (*25* could yet come to streaming services in 2016.)

Her decision recalls Swift's removal of her music from Spotify in 2014 and subsequent open letter to Apple asking that the world's biggest music retailer change its policies on how artists are compensated, which Adele says she admired. "It was amazing," she says. "I love her—how powerful she is. We'll get lumped together now because of it, but I think we would both feel the ability to say yes or no to things even if we weren't successful."

This is important to her: the ability to make her own decisions and work at her own pace. She could have released *25* earlier to make it eligible for the 2016 Grammys, but instead it arrived when she was ready. In an era when artists release albums like clockwork and every morsel of information is meted out to generate news, Adele thinks we should slow down. "The speed with which we discover and get over things is too fast," she says. "I'm frightened that I'm not going to be able to relate to my kid."

'I would like to fly through the arena, but no one's having it.'
Adele

The artist who has forged an extraordinary career by spinning her vulnerability out to the world is especially tender when she talks about Angelo. "He makes me so proud of myself," she says. "He makes me like myself so much. And I've always liked myself—I've never not liked myself. I don't have hang-ups like that. But I'm so proud of myself that I made him." She plans to bring him with her on tour in 2016, which she says will be an ambitious production. "I really would like to fly through the arena for the beginning, but no one's having it," she says, laughing.

Back at her hotel for a photo shoot, someone suggests playing Beyoncé might set the mood. As soon as the opening chords of "Love on Top" start to play, Adele starts to dance. "Good choice," she says. Then Angelo streams through the room, a whirlwind of energy. Eventually, he joins her in front of the camera, so the photographer moves closer, shooting her from the neck up, while Angelo sits beside her, out of the shot. He gazes up at her as she looks into the camera, then reaches for her hand. She grips it tightly. Her eyes light up and her mouth curves into the faintest smile. ◻

DAVE ETHERIDGE-BARNES—GETTY IMAGES

FOR 2016

Keep These 6 Common New Year's Resolutions

Don't be afraid to ask for help while goal-setting in 2016. Keeping promises can be tricky, whether it's organizing your life or getting into shape, so we rounded up gear from Amazon to help you stick to six oft-abandoned resolutions.

THE RESOLUTION:
Learn a New Language
Finally master that language you wish you'd studied in school.

THE SOLUTION:
Learn Chinese: Rosetta Stone Chinese (Mandarin)
No time for a class? Learn basic conversation skills with all-in-one interactive language software.

THE RESOLUTION:
Organize and Secure Your Life
Let go of computer clutter and safeguard private files.

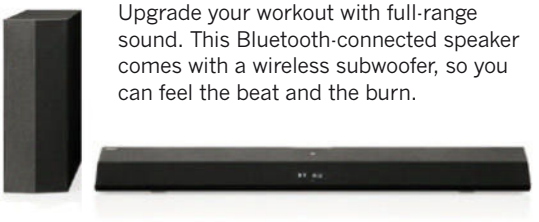
THE SOLUTION:
WD My Passport Ultra Portable External Hard Drive
This secure external hard drive makes it easy to back up and organize documents and store music, photos and movies.

THE RESOLUTION:
Live Healthy
And mean it. Skip high-calorie takeout and cook meals at home with this kitchen classic.

THE SOLUTION:
Le Creuset Signature Enameled Cast-Iron Round Dutch Oven
To cook well, you need the right ingredients and tools. Go with Le Creuset.

THE RESOLUTION:
Get Fit
Stay motivated to get in shape with new music that'll keep you moving.

THE SOLUTION:
Sony 2.1 Channel 300W Sound Bar
Upgrade your workout with full-range sound. This Bluetooth-connected speaker comes with a wireless subwoofer, so you can feel the beat and the burn.



THE RESOLUTION:
Don't Lose It
Tired of tracking down lost keys? Wallet? Remote control?

THE SOLUTION:
Tile Item Finder
Attach this Bluetooth device to frequently misplaced items and it will immediately locate them via an app on your smart device.

THE RESOLUTION:
Stand Tall
Your mother was right. Stand up and sit straight to improve health, mood and productivity.

THE SOLUTION:
Lumo Lift Posture Coach and Activity Tracker
Clip on this lightweight, discreet device to improve posture with a gentle vibration as a reminder. Lumo Lift also tracks steps and estimates calories burned.

Ask Questions, Get Answers

"Alexa, play some dance music."

Featuring a dynamic cloud-based voice service, Amazon Echo is the ultimate at-home automated assistant. Ask Alexa to play music, serve up the news, answer questions plus many more features to help stay organized in the New Year.

amazon echo

SHOP THESE AND MORE ON AMAZON.COM

the year ahead in culture

2016 CALENDAR

january

1/6 ***American Idol*** begins its final season on Fox **1/8** Leonardo DiCaprio stars in ***The Revenant*** **1/10** **Ricky Gervais hosts the Golden Globes** **1/17** Financial drama ***Billions*** debuts on Showtime **1/20** **Jennifer Lopez** kicks off her Las Vegas residency **1/22** Robert De Niro plays a ***Dirty Grandpa*** **1/23** **Chelsea Handler** debuts a Netflix docuseries **1/29** Pop singer Sia releases a new album, ***This Is Acting*** **1/31** Fox stages ***Grease: Live***

february

2/5 The Coen brothers reunite with George Clooney and Tilda Swinton for ***Hail, Caesar!*** **2/7** **Coldplay performs at the Super Bowl 50 halftime show;** Stephen Colbert hosts a postgame show **2/12** Ryan Reynolds dons his ***Deadpool*** costume; Ben Stiller and Owen Wilson storm the runway in ***Zoolander 2*** **2/14** Mick Jagger–produced HBO drama ***Vinyl*** explores the music biz in the '70s **2/15** James Franco time-travels in Hulu's adaptation of Stephen King's ***11.22.63;*** LL Cool J hosts **the Grammys** **2/26** **Rihanna** begins a world tour **2/28** Chris Rock hosts **the Oscars** **TBD** Samantha Bee goes ***Full Frontal*** with her TBS late-night show

march

3/4 Tina Fey plays a war reporter in ***Whiskey Tango Foxtrot*** **3/9** **Justin Bieber** starts a world tour **3/18** ***TheDivergent Series: Allegiant*** hits theaters **3/25** **Heroes throw down in *Batman v Superman: Dawn of Justice;*** you're invited to ***My Big Fat Greek Wedding 2*** **3/29** A war criminal shakes up an Irish village in Edna O'Brien's novel ***The Little Red Chairs***

april

4/1 **Ellie Goulding** starts the North American leg of her tour; catch Jon Hamm in ***Keeping Up With the Joneses*** **4/5** Thomas Piketty asks ***Why Save the Bankers?*** in a book of essays **4/10** The **MTV Movie Awards** air **4/15** Nicki Minaj joins ***Barbershop: The Next Cut;*** ***The Jungle Book*** **features the voices of Idris Elba, Scarlett Johansson and Lupita Nyong'o** **4/19** Karl Ove Knausgaard's ***My Struggle: Book 5*** arrives in English; L.S. Hilton's novel ***Maestra***—already compared to *Gone Girl*—comes out **4/29** The star-studded cast of ***Mother's Day*** includes Jennifer Aniston and Julia Roberts

may

5/6 ***Captain America: Civil War*** lands in theaters **5/10** A family tries to cheat death in Don DeLillo's novel ***Zero K*** **5/11** **The Cure** begins its first North American tour in eight years **5/13** **Joseph Gordon-Levitt is *Snowden;*** Matthew McConaughey stars in Civil War drama ***The Free State of Jones*** **5/20** ***The Angry Birds Movie*** features the voices of Jason Sudeikis and Maya Rudolph **5/27** Mutants battle in ***X-Men: Apocalypse***

june

6/1 **Dixie Chicks** headline their first U.S. tour in a decade **6/14** Roxane Gay shares ***Hunger: A Memoir of (My) Body;*** comedian Tig Notaro releases memoir ***I'm Just a Person*** **6/17** ***Finding Nemo*** **sequel *Finding Dory* makes a splash** **6/21** A rich family loses its wealth in Lionel Shriver's novel ***The Mandibles: A Family, 2029–2047*** **6/24** **Demi Lovato and Nick Jonas** kick off a joint tour; celebrate ***Independence Day: Resurgence*** like it's 1996

Album watch

The artists you'll likely hear from in 2016

Britney Spears has shared pictures from the studio on Instagram

Drake said he's working on his long-awaited *Views From the 6*

Ariana Grande has already debuted a single from her new album, *Moonlight*

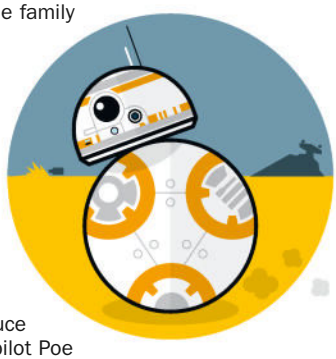
Iggy Azalea said she's finished recording her next album

REVIEW

The 2015 movie you'll be talking about in 2016

By Stephanie Zacharek

When you've been charged with reviving one of the most obsessively beloved franchises in modern movies, is it better to defy expectations or to meet them? With *Star Wars: The Force Awakens,* director J.J. Abrams splits the difference, and the movie suffers. It's perfectly adequate, hitting every beat—but why settle for adequacy? For the first 40 minutes or so, *The Force Awakens* feels special and fresh: Abrams brings us a new star, a droid named BB-8, a marvelous creation that could have sprung from the imagination of Jules Verne. He also introduces a note of glorious melancholy in the character of Rey (newcomer Daisy Ridley, glowing with no-nonsense charisma), a teenage scavenger marooned on a sandy planet, longing to find her way back to the family she's lost.



But somewhere along the way, Abrams begins delivering everything we expect, as opposed to those nebulous wonders we didn't know we wanted. In this fairly straightforward story of interplanetary good vs. evil, Abrams and co-writers Lawrence Kasdan and Michael Arndt introduce new characters—fighter pilot Poe Dameron (Oscar Isaac), Stormtrooper turned accidental hero Finn (John Boyega) and Darth Vader disciple Kylo Ren (Adam Driver)—and bring back key figures from the original trilogy, with Carrie Fisher's Leia (now a general), Mark Hamill's Jedi knight Luke Skywalker and, best of all, Harrison Ford's swaggering smuggler Han Solo, along with his furry sidekick Chewbacca. Chewbacca hasn't aged a bit; Han, on the other hand, looks like he's been round the galaxy a few hundred times, but damned if he doesn't wear it well.

For a while, it's enjoyable enough to sink into the film's relatively low-tech production design. And as Kylo Ren, Driver, kitted out in an all-black man-gown and a helmet whose elongated nose echoes the shape of his real schnoz, is surprisingly menacing. In one of the movie's finest moments, Ren—unmasked and intense—engages Rey in a major stare-down, an unholy duel between the light side of the Force and the dark. The sexual energy between them is strange and unsettling, like a theremin sonata only they can hear. But mostly, *The Force Awakens* strives to please instead of surprise. Abrams wants us to walk away happy. He just doesn't give us much to take home.

ILLUSTRATION BY MARTIN GEE FOR TIME; HEADS: GETTY IMAGES (8)

july

7/15 **Who you gonna call? The new *Ghostbusters* get to work** **7/22** ***Star Trek Beyond*** boldly goes into theaters **7/29** Matt Damon returns to the ***Bourne*** franchise

august

8/5 **Comic-book villains join forces in *Suicide Squad*** **8/23** Imbolo Mbue reportedly sold her first novel, ***Behold the Dreamers,*** for seven figures **8/28** The **MTV Video Music Awards** air

september

9/6 Spy-fiction legend John le Carré gets real in ***The Pigeon Tunnel: Stories From My Life*** **9/16** Renée Zellweger reprises her most famous role in ***Bridget Jones's Baby*** **9/23** **Denzel Washington leads *The Magnificent Seven* remake** **9/30** *Deepwater Horizon* brings the BP oil spill to the big screen

october

10/7 **Emily Blunt and Justin Theroux star in *The Girl on the Train*** **10/24** A fan-sourced **Taylor Swift** book hits shelves

november

11/4 Benedict Cumberbatch becomes ***Doctor Strange*** **11/18** **Eddie Redmayne shows you *Fantastic Beasts and Where to Find Them* in this *Harry Potter* prequel** **11/23** Tour Oceania with Disney's ***Moana***

december

12/16 **Felicity Jones blasts off to a galaxy far, far away in *Rogue One: A Star Wars Story*** **12/21** Chris Pratt and Jennifer Lawrence head to space in ***Passengers;*** the ***Assassin's Creed*** video game becomes a movie with Michael Fassbender

Compiled by
Nolan Feeney and Sarah Begley

FOR ADULTS WITH TYPE 2 DIABETES

#1 prescribed

in the newest class of medicines that work with the kidneys to lower A1C.

With over 5 million prescriptions and counting, INVOKANA® is a different kind of medicine that's helping people across the country lift the burden of high blood sugar. Are you loving *your* numbers?

Watch Edie's story at **INVOKANA.com/videos**

WHAT IS INVOKANA® (canagliflozin)?

INVOKANA® is a prescription medicine used along with diet and exercise to lower blood sugar in adults with type 2 diabetes. INVOKANA® is not for people with type 1 diabetes or with diabetic ketoacidosis (increased ketones in blood or urine). It is not known if INVOKANA® is safe and effective in children under 18 years of age.

IMPORTANT SAFETY INFORMATION

INVOKANA® can cause important side effects, including:

- **Dehydration** (the loss of body water and salt), which may cause you to feel dizzy, faint, lightheaded, or weak, especially when you stand up (orthostatic hypotension). You may be at higher risk of dehydration if you have low blood pressure, take medicines to lower your blood pressure (including diuretics [water pills]), are on a low sodium (salt) diet, have kidney problems, or are 65 years of age or older
- **Vaginal yeast infection.** Women who take INVOKANA® may get vaginal yeast infections. Symptoms include: vaginal odor, white or yellowish vaginal discharge (discharge may be lumpy or look like cottage cheese), or vaginal itching
- **Yeast infection of the penis (balanitis or balanoposthitis).** Men who take INVOKANA® may get a yeast infection of the skin around the penis. Symptoms include: redness, itching, or swelling of the penis; rash of the penis; foul-smelling discharge from the penis; or pain in the skin around penis

Talk to your doctor about what to do if you get symptoms of a yeast infection of the vagina or penis.

Do not take INVOKANA® if you:

- are allergic to canagliflozin or any of the ingredients in INVOKANA®. Symptoms of allergic reaction may include: rash; raised red patches on your skin (hives); or swelling of the face, lips, tongue, and throat that may cause difficulty in breathing or swallowing
- have severe kidney problems or are on dialysis

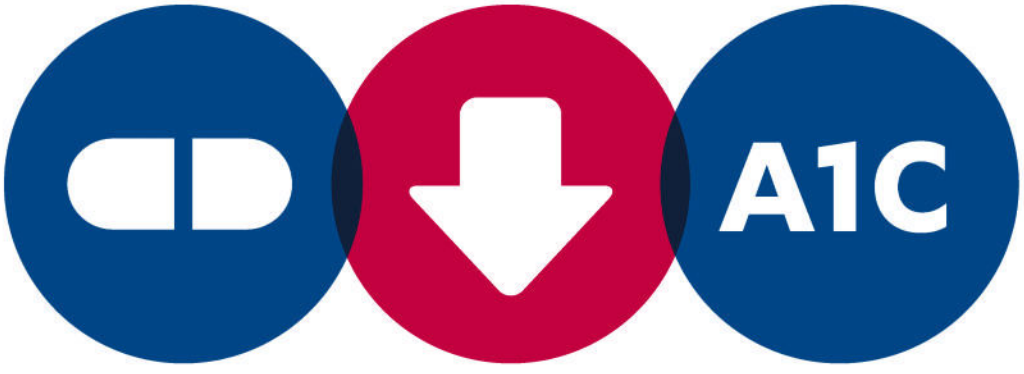
Before you take INVOKANA®, tell your doctor if you have kidney problems, liver problems, are on a low sodium (salt) diet, ever had an allergic reaction to INVOKANA®, or have other medical conditions.

Tell your doctor if you are or plan to become pregnant, are breastfeeding, or plan to breastfeed. It is not known if INVOKANA® will harm your unborn baby. It is also not known if INVOKANA® passes into your breast milk.

once-daily

Invokana®

canagliflozin tablets



take one pill a day

reduce blood sugar through the process of urination

lower A1C

INVOKANA® is not for weight loss, but may help you lose weight.

Ask your doctor if INVOKANA® is right for you.
imagine **loving your numbers**

Tell your doctor about all the medicines you take, including prescription and non-prescription medicines, vitamins, and herbal supplements. Especially tell your doctor if you take diuretics (water pills), rifampin (used to treat or prevent tuberculosis), phenytoin or phenobarbital (used to control seizures), ritonavir (Norvir®, Kaletra® – used to treat HIV infection), or digoxin (Lanoxin® – used to treat heart problems).

Possible Side Effects of INVOKANA®

INVOKANA® may cause serious side effects, including: **kidney problems, a high amount of potassium in your blood (hyperkalemia), or low blood sugar (hypoglycemia)**. If you take INVOKANA® with another medicine that can cause low blood sugar, such as a sulfonylurea or insulin, your risk of getting low blood sugar is higher. The dose of your sulfonylurea medicine or insulin may need to be lowered while you take INVOKANA®.

Signs and symptoms of low blood sugar may include: headache, drowsiness, weakness, dizziness, confusion, irritability, hunger, fast heartbeat, sweating, shaking, or feeling jittery.

Serious allergic reaction. If you have any symptoms of a serious allergic reaction, stop taking INVOKANA® and call your doctor right away or go to the nearest hospital emergency room.

Broken Bones (fractures): Bone fractures have been seen in patients taking INVOKANA®. Talk to your doctor about factors that may increase your risk of bone fracture.

The most common side effects of INVOKANA® include: vaginal yeast infections and yeast infections of the penis; urinary tract infection; or changes in urination, including urgent need to urinate more often, in larger amounts, or at night.

Tell your doctor if you have any side effect that bothers you or that does not go away. Call your doctor for medical advice about side effects. You may report side effects to FDA at 1-800-FDA-1088. You may also report side effects toJanssen Scientific Affairs, LLC at 1-800-526-7736.

Please see Important Product Information on the next page.

Canagliflozin is licensed from Mitsubishi Tanabe Pharma Corporation.

Trademarks are those of their respective owners.

© Janssen Pharmaceuticals, Inc. 2016 January 2016 037141-150719

038375-150810

$0 co-pay every month

For privately insured; subject to change.

INVOKANA.com 1-877-INVOKANA

Medication Guide
INVOKANA® (in-vo-KAHN-uh)
(canagliflozin)
Tablets

What is the most important information I should know about INVOKANA?

INVOKANA can cause important side effects, including:

- **Dehydration. INVOKANA can cause some people to have dehydration (the loss of body water and salt). Dehydration may cause you to feel dizzy, faint, lightheaded, or weak, especially when you stand up (orthostatic hypotension).**
  You may be at higher risk of dehydration if you:
  - have low blood pressure
  - take medicines to lower your blood pressure, including diuretics (water pill)
  - are on a low sodium (salt) diet
  - have kidney problems
  - are 65 years of age or older
- **Vaginal yeast infection.** Women who take INVOKANA may get vaginal yeast infections. Symptoms of a vaginal yeast infection include:
  - vaginal odor
  - white or yellowish vaginal discharge (discharge may be lumpy or look like cottage cheese)
  - vaginal itching
- **Yeast infection of the penis (balanitis or balanoposthitis).** Men who take INVOKANA may get a yeast infection of the skin around the penis. Certain men who are not circumcised may have swelling of the penis that makes it difficult to pull back the skin around the tip of the penis. Other symptoms of yeast infection of the penis include:
  - redness, itching, or swelling of the penis
  - foul smelling discharge from the penis
  - rash of the penis
  - pain in the skin around penis

Talk to your doctor about what to do if you get symptoms of a yeast infection of the vagina or penis. Your doctor may suggest you use an over-the-counter antifungal medicine. Talk to your doctor right away if you use an over-the-counter antifungal medication and your symptoms do not go away.

What is INVOKANA?

- INVOKANA is a prescription medicine used along with diet and exercise to lower blood sugar in adults with type 2 diabetes.
- INVOKANA is not for people with type 1 diabetes.
- INVOKANA is not for people with diabetic ketoacidosis (increased ketones in blood or urine).
- It is not known if INVOKANA is safe and effective in children under 18 years of age.

Who should not take INVOKANA?

Do not take INVOKANA if you:

- are allergic to canagliflozin or any of the ingredients in INVOKANA. See the end of this Medication Guide for a list of ingredients in INVOKANA. Symptoms of allergic reaction to INVOKANA may include:
  - rash
  - raised red patches on your skin (hives)
  - swelling of the face, lips, tongue, and throat that may cause difficulty in breathing or swallowing
- have severe kidney problems or are on dialysis.

What should I tell my doctor before taking INVOKANA?

Before you take INVOKANA, tell your doctor if you:

- have kidney problems.
- have liver problems.
- are on a low sodium (salt) diet. Your doctor may change your diet or your dose of INVOKANA.
- have ever had an allergic reaction to INVOKANA.
- have other medical conditions.
- are pregnant or plan to become pregnant. It is not known if INVOKANA will harm your unborn baby. If you are pregnant, talk with your doctor about the best way to control your blood sugar while you are pregnant.
- are breastfeeding or plan to breastfeed. It is not known if INVOKANA passes into your breast milk. Talk with your doctor about the best way to feed your baby if you are taking INVOKANA.

Tell your doctor about all the medicines you take, including prescription and non-prescription medicines, vitamins, and herbal supplements.

INVOKANA may affect the way other medicines work, and other medicines may affect how INVOKANA works. Especially tell your doctor if you take:

- diuretics (water pills)
- phenytoin or phenobarbital (used to control seizures)
- digoxin (Lanoxin®)* (used to treat heart problems)
- rifampin (used to treat or prevent tuberculosis)
- ritonavir (Norvir®, Kaletra®)* (used to treat HIV infection)

Ask your doctor or pharmacist for a list of these medicines if you are not sure if your medicine is listed above.

Know the medicines you take. Keep a list of them and show it to your doctor and pharmacist when you get a new medicine.

How should I take INVOKANA?

- Take INVOKANA by mouth 1 time each day exactly as your doctor tells you to take it.
- Your doctor will tell you how much INVOKANA to take and when to take it. Your doctor may change your dose if needed.
- It is best to take INVOKANA before the first meal of the day.
- Your doctor may tell you to take INVOKANA along with other diabetes medicines. Low blood sugar can happen more often when INVOKANA is taken with certain other diabetes medicines. See "**What are the possible side effects of INVOKANA?**"
- If you miss a dose, take it as soon as you remember. If it is almost time for your next dose, skip the missed dose and take the medicine at the next regularly scheduled time. Do not take two doses of INVOKANA at the same time. Talk to your doctor if you have questions about a missed dose.
- If you take too much INVOKANA, call your doctor or go to the nearest hospital emergency room right away.
- When your body is under some types of stress, such as fever, trauma (such as a car accident), infection, or surgery, the amount of diabetes medicine you need may change. Tell your doctor right away if you have any of these conditions and follow your doctor's instructions.
- Stay on your prescribed diet and exercise program while taking INVOKANA.

- Check your blood sugar as your doctor tells you to.
- INVOKANA will cause your urine to test positive for glucose.
- Your doctor may do certain blood tests before you start INVOKANA and during treatment as needed. Your doctor may change your dose of INVOKANA based on the results of your blood tests.
- Your doctor will check your diabetes with regular blood tests, including your blood sugar levels and your hemoglobin A1C.

What are the possible side effects of INVOKANA?

INVOKANA may cause serious side effects including:

See "**What is the most important information I should know about INVOKANA?**"

- **kidney problems**
- **a high amount of potassium in your blood (hyperkalemia)**
- **low blood sugar (hypoglycemia).** If you take INVOKANA with another medicine that can cause low blood sugar, such as a sulfonylurea or insulin, your risk of getting low blood sugar is higher. The dose of your sulfonylurea medicine or insulin may need to be lowered while you take INVOKANA.

Signs and symptoms of low blood sugar may include:

  - headache
  - irritability
  - drowsiness
  - hunger
  - weakness
  - fast heartbeat
  - confusion
  - sweating
  - dizziness
  - shaking or feeling jittery

- **serious allergic reaction.** If you have any symptoms of a serious allergic reaction, stop taking INVOKANA and call your doctor right away or go to the nearest hospital emergency room. See "**Who should not take INVOKANA?**". Your doctor may give you a medicine for your allergic reaction and prescribe a different medicine for your diabetes.
- **broken bones (fractures).** Bone fractures have been seen in patients taking INVOKANA. Talk to your doctor about factors that may increase your risk of bone fracture.

The most common side effects of INVOKANA include:

- vaginal yeast infections and yeast infections of the penis (See "**What is the most important information I should know about INVOKANA?**")
- urinary tract infection
- changes in urination, including urgent need to urinate more often, in larger amounts, or at night

Tell your doctor if you have any side effect that bothers you or that does not go away. These are not all the possible side effects of INVOKANA. For more information, ask your doctor or pharmacist.

Call your doctor for medical advice about side effects. You may report side effects to FDA at 1-800-FDA-1088.

You may also report side effects to Janssen Pharmaceuticals, Inc. at 1-800-526-7736.

How should I store INVOKANA?

- Store INVOKANA at room temperature between 68°F to 77°F (20°C to 25°C).
- Keep INVOKANA and all medicines out of the reach of children.

General information about the safe and effective use of INVOKANA.

Medicines are sometimes prescribed for purposes other than those listed in the Medication Guide. Do not use INVOKANA for a condition for which it was not prescribed. Do not give INVOKANA to other people, even if they have the same symptoms you have. It may harm them.

This Medication Guide summarizes the most important information about INVOKANA. If you would like more information, talk with your doctor. You can ask your pharmacist or doctor for information about INVOKANA that is written for healthcare professionals.

For more information about INVOKANA, call 1-800-526-7736 or visit our website at www.invokana.com.

What are the ingredients of INVOKANA?

Active ingredient: canagliflozin

Inactive ingredients: croscarmellose sodium, hydroxypropyl cellulose, lactose anhydrous, magnesium stearate, and microcrystalline cellulose. In addition, the tablet coating contains iron oxide yellow E172 (100 mg tablet only), macrogol/PEG, polyvinyl alcohol, talc, and titanium dioxide.

* The brands listed are trademarks of their respective owners and are not trademarks of Janssen Pharmaceuticals, Inc.

Active ingredient made in Belgium. Manufactured for: Janssen Pharmaceuticals, Inc., Titusville, NJ 08560. Manufactured by: Janssen Ortho, LLC, Gurabo, PR 00778. Licensed from Mitsubishi Tanabe Pharma Corporation.
© 2013 Janssen Pharmaceuticals, Inc.

This Medication Guide has been approved by the U.S. Food and Drug Administration.

Revised SEP/2015

038588-150812

janssen

About half of all U.S. households had a computer in 2000; today nearly 85% have one

04.

Move over, millennials

SOCIETY IS STARTING TO OBSESS OVER THE NEXT GENERATION THAT WILL DEFINE AMERICAN CULTURE

By Katy Steinmetz

History has not yet revealed what we will definitively call the postmillennial cohort that now numbers more than 60 million people in the U.S. These kids and teens with no concept of life without the Internet have so far been called the App Generation and Generation Z. They've been referred to as Homelanders, having grown up under the specter of terrorism. They've also been labeled the Plurals, for their historic diversity, as well as the Founders, at least by MTV.

Whatever we end up naming them, marketers and academics are turning their attention to this group, which has billions in buying power and is already shaping the culture. This generation is growing up "totally and utterly connected," says California State University psychologist Larry Rosen. Experts like Rosen have concerns about these kids' Google-fostered expectations that everything be instantaneous. They worry about their inability to tolerate even five seconds of boredom. And they fret about the demands that come with maintaining several identities online, from Facebook to Instagram to Snapchat. "There's so much pressure on young people, who are still forming their identities, to present this crystallized, idealized identity online," says the University of Washington's Katie Davis.

There is also optimism about a generation that is asserting an entrepreneurial spirit and finding ways to get offline. These kids' überprotective Gen X parents—determined not to raise latchkey kids like themselves—are meanwhile hovering and helping them digitally detox in screenless camps and Waldorf schools.

Historian Neil Howe sees parallels with the Silent Generation, the doted-on, risk-averse, "nice" generation of kids who grew up during the Great Depression and World War II. Today's youths are also coming of age amid geopolitical turmoil and fears about the economy, he says, while schools emphasize "a profound sensitivity to other kids." He suspects this generation will be known for being well behaved and perhaps "blanding" the culture by playing it safe. "There are recurring archetypes," Howe says. Even if they go by different names.

—With reporting by Josh Sanburn

Their own words

The members of each generation mark their era—and separate themselves from bogus moms and dads—with slang.

GENERATION X
(born mid-'60s to late '70s

slacker: a young person associated with a subculture characterized by apathy and aimlessness

MILLENNIALS
(born early '80s to late '90s)

hipster: one who espouses the fashionable bohemian stance of the period, often by cutting him- or herself off from mainstream society and leading a (purposefully) irregular life

GENERATION Z
(born late '90s to present)

bae: a romantic partner or anything especially good of its kind

LAYLAND MASUDA—GETTY IMAGES

FOR THE UP-ALL-NIGHTERS

AND THE UP-ALL-NIGHTERS.

©2014 Delta Faucet Company

Touch it on. Touch it off. With Delta® Touch$_2$O® Technology, tap anywhere on the faucet to turn your water on and off. To learn more about this innovation for your kitchen and bathroom, visit *deltafaucet.com/touch.*

DELTA

see what Delta can do™

book watch 2016

Ties that bind, and sometimes strangle

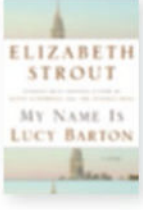
04.

FOR ELIZABETH STROUT, FAMILY IS BOTH A WOUND AND A BALM

By Sarah Begley

THE TITLE PROTAGONIST IN ELIZABETH STROUT'S fifth novel, *My Name Is Lucy Barton,* gets a piece of advice from her writing teacher: "You will have only one story. You'll write your one story many ways." Strout has followed that maxim herself; her story is one of parents, children and the shame that passes between generations. And she's been telling it in beautiful ways since her 1998 debut, *Amy and Isabelle.*

Strout's most recent novel was *The Burgess Boys* in 2013—a tale of hostility toward immigrants, more relevant now than ever—but her 2009 Pulitzer winner *Olive Kitteridge* has enjoyed renewed attention thanks to HBO's miniseries adaptation, which scored three Golden Globe nods and eight Emmys this year, including Outstanding Lead Actress for Frances McDormand (who declared in an acceptance speech, "It started as a book"). *Lucy Barton* will kick off Strout's year with a January release.



Lucy Barton is Strout's first novel not set in her native Maine

Most of the book takes place in a Manhattan hospital room, where Lucy, a young mother, is suffering from an infection. She has few visits from her husband and daughters; instead, her estranged mother shows up. The vulnerable Lucy takes comfort in the visits, but their newfound bond is clouded by some dark event that took place during Lucy's impoverished childhood.

Lucy Barton is more restrained in plot than Strout's previous books, but it's potent with distilled emotion. Without a hint of self-pity, Strout captures the ache of loneliness we all feel sometimes, "with longings so large you can't even weep."

BLEEDING HEARTS

Hordes of protesters. Blasts of tear gas. Arrests. Sunil Yapa has chosen to set his tale of social change not on the streets of Ferguson or in the squares of Cairo but at a less recent site of unrest: the 1999 World Trade Organization meetings in Seattle. *Your Heart Is a Muscle the Size of a Fist* fictionalizes the 40,000-person geo-political "battle," but there are echoes of current strife in the lead characters: Bishop, an overwhelmed white police chief, and Victor, his adopted black son, who gets caught up in direct action and beaten by the police. "I made a real attempt to inhabit the cops not as villains but more faithfully try to understand why they reacted so violently," says Yapa. "I wanted to unpack the sound bite, which we hear all the time now, unfortunately: 'Violent protesters clash with police.' And I thought, Oh my God, it was so much more than that." —*S.B.*

STROUT: LEONARDO CENDAMO

#haveKINDLEwillTRAVEL

@ILLGANDER, GRINDELWALD | The train motors up the mountain. Crazy ride. Insane view. I'm checking out *Farthest North* on my Kindle Paperwhite, ready for the Alps. Let's do this.

Follow more journeys on Instagram **@AMAZONKINDLE**

amazon

kindle

04.

Trial of another century

A NEW MINISERIES TURNS THE O.J. SIMPSON SAGA INTO ART

By Daniel D'Addario

'YOU MAY NOT LIKE ALL OF IT, BUT IT ALL HAPPENED.'

Ryan Murphy, *American Crime Story* producer

RECENTLY, TELEVISION PRODUCER RYAN MURPHY phoned his agent and asked for what he now calls "the impossible project." Murphy had just finished working on HBO's *The Normal Heart,* which would eventually win the Emmy for Outstanding Television Movie, and his series *Glee* and *American Horror Story* had made him into a Hollywood power player. What Murphy's agent sent along wasn't *impossible,* exactly—if it couldn't have been made, it wouldn't be debuting on FX on Feb. 2—but *American Crime Story: The People v. O.J. Simpson* is among the trickier high-wire acts TV has seen in recent years.

The 10-episode miniseries had been brought to FX by, fittingly, *The Hunger Games* producer Nina Jacobson and her producing partner—it's as close to *The Hunger Games* as true crime gets. The show toggles among different players in Simpson's 1995 murder trial, on the hunt for acrimony. Defense attorney Johnnie Cochran (Courtney B. Vance) and prosecutor Christopher Darden (Sterling K. Brown) butt heads not just over Simpson's culpability but over two very different approaches to living as black men in the professional world. Meanwhile, attorney Robert Shapiro (John Travolta) seeks to spin former football icon Simpson (Cuba Gooding Jr.) as the victim of a racist police system.

Prosecutor Marcia Clark (Sarah Paulson) lives out an antifeminist nightmare that keeps getting worse; viewers who find her abrasive may see their convictions put to the test as the media tears apart her hair, wardrobe and general mien. Faye Resnick (Connie Britton) tries to transform her connection to victim Nicole Brown Simpson into cash. And Robert Kardashian (David Schwimmer) just tries to be O.J.'s friend and teach his kids that loyalty and faith matter more than fame. That's what being a Kardashian, he says, is all about. Surprise!

Just about the only things we don't see (purposefully) are the bodies of Nicole and Ron Goldman—a shift for a producer whose most recent *American Horror Story* season starred Lady Gaga as a vampire who revels in viscera. "I was interested in making a television show about violence that really showed no violence," Murphy says.

TV STILL: RAY MICKSHAW—FX; COURT: AFP/GETTY IMAGES; ILLUSTRATION BY ALEX FINE FOR TIME

Indeed, as the season wears on, the viewer becomes distanced from the facts of the case, caught up in swirling meta-narratives about race, class and gender. Plainspoken about how, exactly, the case came to be litigated in the public eye, *American Crime Story* is mass media's attempt to address its own excesses.

"IT TOOK ME THREE MONTHS TO DECIDE, BECAUSE I didn't know, fully, how this material would be approached," says Travolta, who finally agreed to return to TV for the first time since *Welcome Back, Kotter* ended in 1979. "I didn't feel it deserved a spin for anything sensational or gratuitous."

He had reason to be concerned. The Simpson saga has a vexed history with TV; the 2000 miniseries *American Tragedy* was criticized as exploitative, and Simpson's *If I Did It* interview special in 2006 would surely have faced similar criticisms had it aired. (It was pulled after Fox affiliates protested.) Travolta, like his castmates, dove into research, including the vast amount of videotape available courtesy of a ruling by Judge Lance Ito, played in the series by Kenneth Choi. "There's a lot of feelings I have about Shapiro at the end of the day," Travolta says, "but it's not a judgment."

Simpson (Gooding, right) meets with trusted members of his legal "Dream Team" (Travolta, left, and Schwimmer)

He may be the only one not judging. The trial has had a long tail in culture: just this year, the first season of the Netflix comedy series *Unbreakable Kimmy Schmidt* featured Tina Fey as a doltish, incompetent Marcia Clark, while in 2010 Faye Resnick, appearing on *The Real Housewives of Beverly Hills,* was denounced by a castmate as "morally corrupt."

And the show is airing at a moment when the Black Lives Matter movement has turned racial biases in urban policing from a lawyer's theory into daily national news. There hasn't been a single obsessed-over "trial of the century" recently, but there have been several that have catalyzed reactions along racial lines, making *American Crime Story* into something far more potent than celebrity nostalgia.

The show takes no stance on whether Simpson should have been convicted, but he's animated by something other than the cold-bloodedness his critics imagine. Perhaps the series' most intense moment is its depiction of the famous Bronco chase, during which Gooding shows Simpson howling with pain. Here, he's acting out of grief for both his wife and his own self-image, just as Clark, Shapiro, Cochran and the rest bring their private struggles to bear on the ultimate public spectacle.

Recently, Murphy went out to dinner with Clark, whom he described as "very wounded" over the way she'd been covered in a media circus she wasn't prepared for. Murphy says he told the prosecutor,"I think you will find this to be very fair and balanced—you may not like all of it, but it all happened and it's all true." That approach, perhaps, provides *American Crime Story*'s greatest shock value. ◻

BENGHAZI: THE MOTION PICTURE

A year after *American Sniper*'s military valor proved a winner at the multiplex comes director Michael Bay's *13 Hours: The Secret Soldiers of Benghazi.* The film, out Jan. 15, depicts the 2012 attack on the U.S. consulate in Libya and arrives in an election year in which those events promise to be endlessly relitigated. Best known for *Transformers,* Bay *(below)* says *13 Hours* took him far from alien robots: "This had a very different set of rules for me." That included avoiding movie stars and using shaky handheld cameras. While Bay's celebration of heroism over politics suffuses the film, he has his own view of the events: "Coming from the strongest country in the world: Wow—we could have done a better job." —D.D.

The ever expanding Potterverse

A MOVIE AND PLAY ARE SET TO MAKE J.K. ROWLING'S WORLD EVEN MORE MAGICAL—AND PROFITABLE—IN 2016

By Ashley Ross

SETTING

- Albus Severus, Harry's youngest son
- "Magizoologist" Newt Scamander; wizard sisters Queenie and Porpentina "Tina" Goldstein; and magicless Jacob
- Modern-day England, mostly at Hogwarts and the Ministry of Magic (the U.K.'s wizard HQ)
- 1920s New York, mostly at the Magical Congress of the USA (America's wizard HQ)
- 1990s England, mostly at Hogwarts School of Witchcraft and Wizardry

HEROES

- Harry, Ron, Hermione, Dumbledore—and many, many more

VILLAINS

- Voldemort and the Death Eaters
- The titular beasts, who run amok after escaping Newt's bewitched briefcase
- Debatable—but some signs point to Harry, since his legacy causes problems for his son

INSPIRATION

- Rowling's childhood and complicated relationship with her father
- A "real" Hogwarts textbook, written by Rowling and released in 2001
- An original short story by Rowling, Jack Thorne and John Tiffany

ACTORS

- Daniel Radcliffe, Emma Watson and Rupert Grint, among others
- Eddie Redmayne, Katherine Waterson and Colin Farrell, among others
- At least 30 will be cast, though none have been named yet

LINGO

- Muggle (the U.K. term for non-wizards), butterbeer (a sugary drink) and Wingardium Leviosa (the spell for levitation)
- No-maj (the U.S. term for people who can't perform magic)
- Will be disclosed onstage, unless fans manage to use Aparecium—the revealing charm—on Rowling's script

CENTRAL HOUSE

- Gryffindor, known for bravery, nerve and chivalry
- Hufflepuff, the Hogwarts house known for patience and loyalty
- Unclear—but some have speculated it will be Slytherin, known for cunning

- ***Original Potter books and movies***
- ***Fantastic Beasts and Where to Find Them*** OPENS NOVEMBER 2016
- ***Harry Potter and the Cursed Child*** OPENS JULY 2016

04.

GETTY IMAGES (5); AP; SCHOLASTIC; WARNER BROS.

Don't Let Life's Little Dental Problems Ruin Your Day!

Repair Lost Fillings & Loose Caps

Replace a lost filling or re-cement a loose cap anytime, anywhere!

Dentist used and recommended.

D·O·C DENTIST ON CALL D·O·C

Available wherever Oral Care products are sold.

Make Loose Fitting Dentures Feel Like New!

Reline your dentures easily and safely! For both uppers and lowers.

Repair Broken Dentures

Fix breaks, mend cracks and even re-attach loose teeth.

Satisfaction Always Guaranteed.

© 2015 Majestic Drug Co., Inc. | P.O. Box 490, South Fallsburg, NY 12779

800.238.0220 | custserv@majesticdrug.com

8 questions with

GILLIAN ANDERSON

THE STAR OF *THE X-FILES* ON WHY SHE AGREED TO TAKE ON A NEW CASE

By Daniel D'Addario

On Jan. 24, Fox will revive* The X-Files. *Whose idea was that? It was first brought up by a fan at New York Comic Con in 2013. My reaction was "Over my dead body."

So what changed your mind? It was that we were doing six [episodes] instead of 24. To me, somebody saying, "Do you want to do *The X-Files*?" meant signing my life over. It wasn't until the commitment was less than eight episodes that I could consider doing something, based on my other commitments—including children!

The series was perfect for its moment in the 1990s. How does it fit into 2016? There are a lot of topics in the dialogue today that are excellent fodder for our show. And the nature of social media and the fact that it's a Democrat in the presidency contribute to a certain freedom of speech around current events that makes it possible for us to push buttons.

So you need a real-life Democratic President in order to tell a conspiracy-theory story? Were we trying to get the show up and running during the Bush presidency, we would not be able to have some of the conversations. The broadness of story lines has expanded to such a degree that anything can be discussed in the world of art in the West right now. Anything is possible.

You haven't worked with David Duchovny since 2008's* X-Files *film. How does your chemistry stay intact over a hiatus? It's got nothing to do with us. It is beyond. It existed there through the years of us being mad at each other, not talking to each other. Whatever was going on with us, it was there and tangible. It materializes. It precedes us. Does it purely exist so that the show can exist? Maybe.

In 2016, you're also appearing in a miniseries adaptation of* War and Peace. *Have you read the book? I started reading *War and Peace* when I received the offer to do it, scrambling to get it read in time. But there's a certain point where there is a script you're working with that is going to have its limitations. At what point am I servicing myself by loading in all this information, and at what point am I making it too difficult, and should let go and embrace what exists in front of me?

04.

'The path that Scully carved for women in television is still dug in.'

Has playing Dana Scully made you more open to the idea of extraterrestrial life? I've always been a believer. I've been a believer in many different realms of alternate reality, the human capacity to move out of different planes of reality. It's something that has been with me since I was a child.

Scully blazed a deep trail as a feminist hero. Do you see characters like her on TV today? The path that Scully carved for women in television is still dug in. There might not be anyone right now who specifically resembles Scully, but she was one of the first of her ilk. If you see a quote-unquote strong female character in a TV series, you're on the same path.

JEFF SPICER—GETTY IMAGES

NIGHT IN

For the Family That Plays Together

This season's fondest memories are likely to be made at home, where the heart is—and where the fun is, thanks to a host of new games and accessories, both high-tech and old-school, from Amazon.

GAME ON

Scrabble Deluxe for two to four players features a folding carrying case and a rotating, wheeled board with recessed game spaces and four deluxe curved tile racks.

SEE WHO'S MASTER

Trivial Pursuit Master Edition takes the game to new levels with 3,000 all-new questions that will challenge even the savviest player and a timer to keep up the pace.

GO LIVE

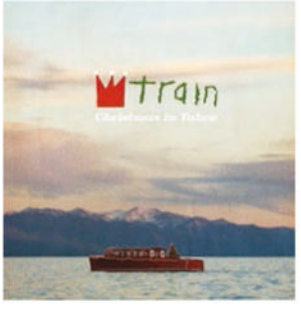
Singing Machine SMC HOME Home Karaoke System lets you become a family singing troupe (or a gang of divas) with over 10,000 HD karaoke videos.

TABLE IT

JOOLA Inside Table Tennis Table easily assembles in approximately 20 minutes so you can set aside squabbles—or settle the score—with friendly games of singles, doubles or round robin.

DRIVE IT (AT) HOME

Logitech G29 Driving Force Race Wheel for PlayStation4 with dual motor force feedback brings racing to life within the walls of your safe haven.



JAM OUT

Train's "Christmas in Tahoe" feels like a California holiday with breezy pop-rock originals and covers everyone will love.

Change the Way You TV

Just plug and play.

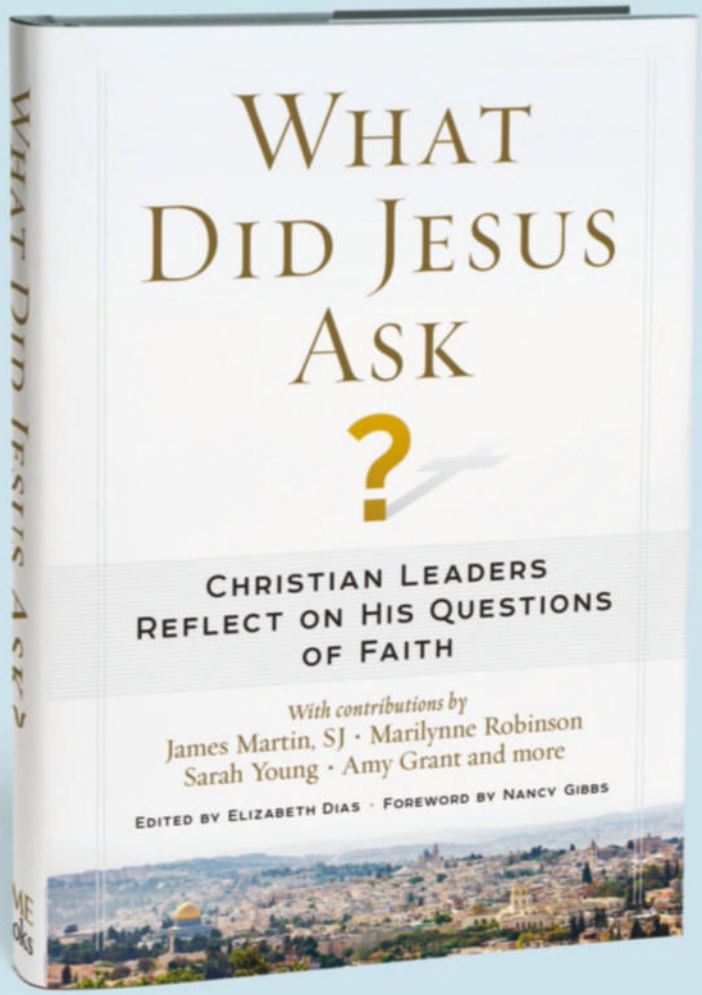
Bring the family together around the TV with the Amazon Fire TV Stick. Get access to over 250,000 movies and TV episodes on Netflix, Amazon Video, HBO GO and more. Plus games and music—all for under $40.

amazon fire TV

SHOP THESE AND MORE ON AMAZON.COM

How Would You Answer?

Some of Jesus' most provocative questions find new life and meaning



In *What Did Jesus Ask?*, over 70 of today's most prominent spiritual writers, religious influencers and artists offer modern meditations on many of the questions posed by Jesus in the Bible.

Contributors include:

Sister Simone Campbell
Roma Downey · Michael W. Smith
Sarah Young · Barbara Brown Taylor
Richard Rodriguez · and many more

Now available where books and ebooks are sold.

TIME Books

©2015 Time Inc. Books. TIME BOOKS is a trademark of Time Inc.

Join the conversation across Twitter and Facebook: #WhatDidJesusAsk

Follow us @TimeIncBooks

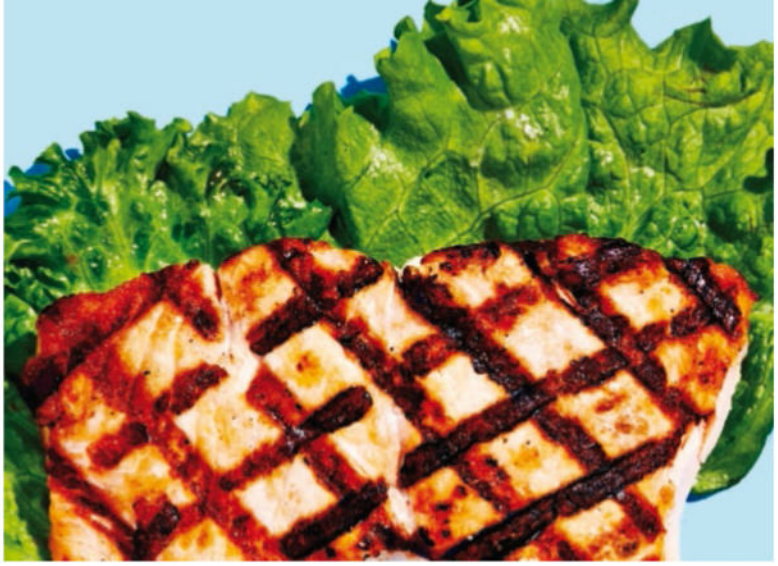
WHAT TO EAT NOW

Better science has led to clearer advice on what you should eat every day

The New Food Rules

A SIMPLER, SANER WAY TO EAT IS HERE

PHOTOGRAPHS BY DANNY KIM FOR TIME



1 Don't worry so much about protein

05.

WITH FAT-FREE FOODS falling out of favor, protein has ascended as the most contentious item in the American diet. Added protein isn't just the stuff of muscleman shakes anymore. Now it's being added to everything from energy drinks to Cheerios to dried pasta. The popularity of the paleo diet, which encourages high protein consumption, helped spur the trend, but there is growing skepticism that eating like our ancestors is a healthy lifestyle choice.

There's no question protein is essential in the diet. Humans need the amino acids delivered by protein to repair cells and encourage healthy growth and development. Still, "getting enough protein" seems to spark anxiety in many people (and it comes up all the time in conversations with vegetarians), even though Americans eat far more of it than they need.

"If you are eating enough calories, it's really hard to not get enough protein," says Marion Nestle, a professor of nutrition and public health at New York University. Indeed, the Institute of Medicine recommends 56 grams of protein per day for men and 46 grams for women, while federal data suggests that men eat an average of 99 grams a day and women 68. "It's not something anybody needs to worry about," says Nestle.

Based on his research, Valter Longo, director of the University of Southern California's Longevity Institute, suggests that people cut down on animal protein. "I think people hopped on high-protein diets because of weight loss," says Longo. "If you switch to a high-protein diet and you remove the carbs, you are going to lose weight." But even though you may lose weight, he says, you could also be introducing other problems. Longo's research shows that cancer risk increases nearly 400% among Americans who get 20% or more of their daily calories from protein, compared with those who restrict their protein intake to 10%.

It may also play a role in aging—and not an especially good one. "Proteins and their amino acids regulate the two major pro-aging pathways," says Longo. By "up-regulating" those pathways, eating lots of protein seems to promote higher rates of both death and disease. For these reasons—and since nearly all Americans eat far more of it than they need—experts agree that counting protein (and loading up on it in supplement form) is unnecessary.

—ALEXANDRA SIFFERLIN

2 Whenever possible, eat outside the box

IN 2015, THERE WAS a spate of announcements from companies saying they were removing artificial colors and flavors from their foods. While that may make some foods more appealing to some people, the changes don't, de facto, mean the food is any more nutritious. "It's not just a question of what companies take out but what they put in," says Dr. David Katz, founding director of the Yale University Prevention Research Center. So what's healthiest? In a 2014 study, Katz compared the scientific evidence behind several mainstream diets in order to see which was best. He and his team looked at low-fat, Mediterranean, paleo, vegan and more and came to the (admittedly intuitive) conclusion that the winner is ultimately real food. "We concluded that all of the 'My specific diet can beat your specific diet' claims are invalid," says Katz. "All good diets emphasize foods with minimal processing and an emphasis on vegetables, fruits, whole grains, beans, nuts and seeds. Everything after that is less important." —A.S.

3 Don't bother with pricey superfoods

WE'RE ALL SUCKERS for health claims, especially the ones that adorn our foods. With words like *antioxidants, fortified with vitamins* or simply *superfood,* it's no surprise Americans tend to focus on the nutrients in their food rather than the food itself. Researchers have a name for it: "nutrient-centrism." In a recent study published in the *Journal of Health Psychology,* Cornell University's Jonathon P. Schuldt found that people think eating omega-3s, for instance, will better protect them from disease than fish, which is one of nature's best sources of the fatty acid. That way of thinking misses the point, says Schuldt. "Even though more experts are emphasizing whole foods with nutrients in their natural contexts, our research suggests that when it comes to perceptions of long-term disease outcomes, nutrients still hold a lot of sway," Schuldt says. It's not that drinking açaí "superfood" juice will hurt, necessarily. But it's not necessarily more nutritious than humbler berries. As Schuldt puts it, "Your mom's never had açaí, so it's exciting now. But I think blueberries will win out in the end." —MANDY OAKLANDER

4 Instantly improve your diet with this nutrient

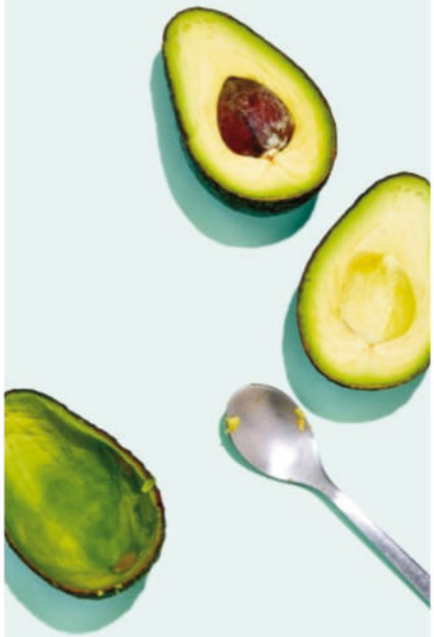
THERE IS NO nutrient less glamorous than fiber—but recent research suggests that the 97% of Americans who don't eat enough of it are seriously missing out. Fiber is "absolutely, without a doubt" the thing humans need to eat more of, says Dr. Justin Sonnenburg, associate professor of microbiology and immunology at Stanford University School of Medicine. Evidence is mounting that the composition of a person's gut bacteria likely influences their risk for many health problems, including obesity, Type 2 diabetes and even certain autoimmune diseases. Research is also starting to show that people can change the makeup of their microbes by eating more fiber.

Our ancestors—foragers of a huge range of plant material—are thought to have eaten up to 150 grams of dietary fiber each day. Today most Americans eat 16 grams. Researchers have theorized since the 1960s that fiber plays a significant role in overall health. Early work found that African populations, which had high-fiber, plant-based diets, weren't getting Western diseases.

Fiber is food for gut bacteria, and when they eat it, they produce short-chain fatty acids, which get absorbed into the bloodstream. There, those fatty acids help regulate the immune system while quieting inflammation, Sonnenburg says. "Our diets are really a major piece of the puzzle in trying to understand why Western diseases are rising like crazy."

A recent study published in the *BMJ* analyzed the gut bacteria of 49 overweight and obese adults, then had them follow a calorie-restricted, fiber-rich diet. Those with higher initial levels of a particular gut-microbe species responded better to the diet; they lost more visceral fat, saw more improvement in heart-disease risk factors and even got a better waist-to-hip ratio.

People who want to add more fiber to their diet could take a cue from Dr. Martin Blaser, a New York University School of Medicine professor and the chair of the new Presidential Advisory Council on Combating Antibiotic-Resistant Bacteria. The microbiome researcher has had the same breakfast nearly every morning since the 1970s: yogurt with fiber-packed wheat germ. —M.O.



5 Stay away from zero-calorie foods and drinks

IF YOU'RE TRYING to lose weight, cutting calories from sugar may seem like a good idea (and it is). But artificial sweeteners—the supersweet, low- or no-calorie sugar replacements in diet soda and many low-fat, low-calorie snacks—come with problems of their own. Compared with regular old sugar, they can trigger greater activation of reward centers in the brain, which changes the way you experience the "reward" you get from sweet tastes, says Sara Bleich, an associate professor of health policy and management at Johns Hopkins School of Public Health. "Another way of thinking about this is that for diet-beverage drinkers, the brain's sweet sensors may no longer provide a reliable gauge of energy consumption." A change in those brain signals might get in the way of appetite control; a 2014 study led by Bleich found that overweight and obese adults who drink diet beverages actually consume more calories from food than their sugar-soda-drinking peers. What's more, a recent animal study found that zero-calorie artificial sweeteners might alter gut bacteria in a way that predisposes mice to glucose intolerance—a precursor of diabetes. Sugar swapping isn't always a sweet deal. —M.O.

6 Some foods may wire you for weight gain

THE FORMULA FOR weight control has been the same for decades: Keep the number of calories you eat under control and burn off any extra with exercise. But the trouble with that math is it assumes that no matter what someone eats, as long as they hit a certain calorie count, they won't gain weight. Now, experts are learning that calories from, say, crackers are nothing like the ones from blueberries—at least not in terms of what your body does with them.

There's new evidence that refined carbohydrates (like those in crackers) quickly raise insulin levels. Insulin serves as a hormone alarm to prepare the body to hoard calories in case of famine. This crisis-like mode shuttles calories into storage in fat cells. The result is a body that doesn't have enough fuel, minute to minute. Guess what happens next? Hunger. And more eating. "Cutting calories doesn't address the underlying problem when too many calories are directed into fat cells," says Dr. David Ludwig, professor of pediatrics at Boston Children's Hospital and Harvard Medical School and author of the forthcoming *Always Hungry?* "The problem isn't so much the question of the amount of calories but their distribution"—meaning whether they're squirreled away into fat or made available for cells to use immediately. "If they're not in the right place, simply cutting back makes that situation worse."

Ludwig believes that fat cells can be "retrained" when people eat the right foods. Olive and nut oils, as well as certain saturated fats found in whole milk and dark chocolate, tend not to cause those spikes in insulin that lead to so many problems. Indeed, the right foods can wire you to burn more calories too. In a 2012 study from Ludwig, the same people ate three different diets for a month each. Just by eating lighter oils and fewer carbohydrates—a Mediterranean-style diet, basically—they burned the same number of calories they would have had they exercised at a moderately vigorous level. Their bodies had become more efficient at burning off calories. "Changing the quality of what you eat means instead of fighting with your body to lose weight, you're working with it," says Ludwig. "It is an entirely new ball game." —ALICE PARK

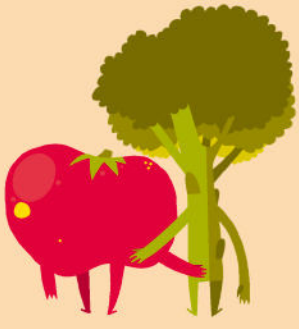
PUT AN EGG ON IT ...

SOME FOODS ARE JUST better together—and that's true from both a taste and a health perspective. Many nutrients can't be absorbed by the body on their own, so they need a push to usher them along. And scientists have learned that certain foods can lessen, if not neutralize, some of the less healthy characteristics in other foods. —M.O.

SALAD + EGG
A recent study found that topping a salad with eggs increased the body's absorption of carotenoids—one of the things that make vegetables so nutritious.

BURGER + AVOCADO
The study was small, but people who ate burgers topped with avocado had less inflammation and blood-vessel constriction than people who ate a beef patty alone.

TURMERIC + BLACK PEPPER
A study found that when people ate the beneficial compound in turmeric, it was undetectable in the blood. When paired with the ingredient in black pepper, it was much better absorbed.



TOMATO + BROCCOLI
Both have compounds thought to have anticancer effects, and an animal study shows an even stronger effect when they're in combination. "This certainly suggests they're better together than alone," the study author says.

GREEN TEA + LEMON
Squeezing lemon into green tea is something a lot of people regularly do. Now there's a good reason for it: the action preserves 80% of the tea's catechins—antioxidants that thrive in acidic environments like lemon juice.

SPINACH + ORANGE
Of all the iron people eat, just 15% is absorbed, according to a recent paper. Researchers think that pairing it with foods high in vitamin C, like oranges, may improve absorption of iron from plants like spinach.

ILLUSTRATIONS BY ALEX EBEN MEYER FOR TIME

Milestones to come

THESE ARE ANNIVERSARIES WE WILL BE MARKING

By Lily Rothman

5TH *Occupy Wall Street* Sept. 17

Inspired by the Arab Spring, hundreds of people went to lower Manhattan to decry economic and social inequality. Some lawsuits over the treatment of protesters continue to make their way through courts.

Also turning 5: *Anthony Weiner's resignation from Congress*

10TH *First tweet* March 21

Twitter co-founder Jack Dorsey made social-media history with the very first tweet: "Just setting up my twttr." The message has been retweeted more than 66,000 times.

Would have turned 10: *The marriage of Tom Cruise and Katie Holmes (had it lasted)*

15TH *Same-sex marriage in the Netherlands* April 1

Fifteen is the crystal anniversary, so raise a flute to the Dutch couples who took advantage of their nation's being the first to legalize same-sex marriage.

Also turning 15: *Wikipedia*

20TH *Garry Kasparov's victory over Deep Blue* Feb. 17

The human chess champ's victory over his robotic opponent was short-lived, however, as an upgraded Deep Blue triumphed in a rematch the following year.

Also turning 20: *"Wannabe" by the Spice Girls*

25TH *Nirvana's Nevermind* Sept. 24

The gods of grunge defined the feel of the '90s with this surprise hit album. Its Gen X anthem "Smells Like Teen Spirit" landed on TIME's list of the 100 greatest songs ever.

Also turning 25: The Silence of the Lambs *(the movie)*

30TH *Chernobyl reactor explosion* April 26

TIME's cover that week featured a one-word headline: "MELTDOWN." The accident in Ukraine remains the most devastating in nuclear history, and *Chernobyl* is still synonymous with *disaster.* Recently, remote cameras have captured wildlife flourishing in the fallout zone.

Also turning 30: *NASA's* Challenger *disaster*

80TH *Jesse Owens' four gold medals at the Nazi-hosted 1936 Olympics* Aug. 9

Hitler intended the Berlin Games to put Aryan athletes on literal pedestals. African-American Owens, the first U.S. Olympian to win four gold medals in track and field at one Olympics, thwarted the dictator's plan.

Also turning 80: Gone With the Wind *(the book)*

90TH *Winnie-the-Pooh* Oct. 14

The famous bear had popped up in previous works by author A.A. Milne, but the first collection of stories in which he starred made Winnie a household name. He lost his hyphens after Disney acquired the rights to the character.

Also turning 90: *The anniversary of Marilyn Monroe's birth*

40TH *Apple Computer Co.* April 1

Use an iPhone to tell your friends that you're glad Steve Jobs, Steve Wozniak and Ronald Wayne turned their tinkering into a business.

Also turning 40: Taxi Driver

50TH *Star Trek* Sept. 8

The first episode, "The Man Trap," in which Captain Kirk faces an alien desperate to suck the salt out of human bodies, was panned by many critics. In retrospect, they perhaps did not go boldly enough.

Also turning 50: Pet Sounds *by the Beach Boys*

60TH *Eurovision contest* May 24

The brainchild of an international group of broadcasters, the showdown was more notable for its technological victories—some 4 million TV sets tuned in—than for the now forgotten winning song. (It was a Swiss entry, "Refrain.")

Also turning 60: *The Suez crisis*

75TH *Pearl Harbor attack* Dec. 7

FDR's prediction holds true: the date lives in infamy, three-quarters of a century later.

Also turning 75: *The death of Virginia Woolf*

100TH *First woman in U.S. Congress* Nov. 7

Representative Jeannette Rankin of Montana made history as the first woman elected to the House, four years before women were guaranteed the right to vote nationally by the 19th Amendment.

Also turning 100: *U.S. National Park Service*

WINNIE-THE-POOH: AP; GETTY IMAGES (6)

THE AWESOME COLUMN

Predicting my predictions

WITH METHODS FROM "SUPERFORECASTING," I GUESS THE FUTURE SCIENTIFICALLY / BY JOEL STEIN

I ADMIRE PEOPLE WHO PUT *SUPER* IN FRONT OF THEIR names, whether they are heroes, models, visors or intendents. So when I heard about superforecasters, I saw an opportunity to join their ranks, since I already write an annual prediction column and the job sounded like the made-up kind no one can check on.

I wasn't sure what qualified as super, but I was concerned I didn't have the right stuff, since with the help of Silicon Valley's top venture capitalists, I said Bitcoin's value would rise to $2,000 in 2015 (December price: $460), the stock market would go up 20% (it's flat) and chefs would start using 3-D-printed food (I'm not even sure what that means). Also, for 2014, I declared that polygamy would become acceptable. Back in 2011, I stupidly foresaw a pimento-cheese fad. For 2008, I was sure that as soon as Dick Cheney was no longer Veep, his buddy would shoot him back in the face.

But the new book *Superforecasting: The Art and Science of Prediction* argues that even someone like me can improve his predictions. Just by reading it, I was already improving: I correctly predicted that I wouldn't finish *Superforecasting: The Art and Science of Prediction.* So I called its co-author, Philip E. Tetlock, to ask him to explain his system to me. Tetlock, a professor at the University of Pennsylvania, published the results of a study in 2005 that showed that experts were no better at predictions than chimps throwing darts. Which, I assume, was one of the most dangerous experiments ever attempted.

Despite his 2005 findings, Tetlock also discovered a tiny group of people who were really good at predictions by running annual tournaments in which volunteers updated varied predictions every day in return for a $100 Amazon gift card. The top predictors all had several key traits: a habit of keeping track of their failures (like me), a disbelief in fate (like me), a willingness to consult experts (like me), a vague proficiency at mathematics (probably overrated) and a tendency to get way too excited about Amazon gift cards (like me).

Tetlock told me I was already on the way to super status because of the specificity of my failed predictions. "The incentives are to stick with vague-verbiage forecasting if you're trying to survive in a blame-game culture," Tetlock explained. I, of course, do not worry about the blame-game culture since I am the blame-game culture.

SO, LIKE A SUPERFORECASTER, I consulted an expert for my 2016 predictions: superforecaster Warren Hatch. A former Morgan Stanley portfolio manager, Hatch is now a partner in a research firm on Wall Street. I asked him about sports, the Oscars, the stock market and my odds of finishing *Superforecasters,* but he stuck to predictions he'd already considered. And he doesn't make predictions so much as spit out exact-percentage likelihoods to precise, legally worded questions, such as "Will the euro touch $1 over the course of the next year if no country leaves the euro or euro zone?" Or "How long will a magazine journalist be on the phone with Warren Hatch if he naively asks him to make predictions about 2016?"

A superforecaster first looks for odds of the most general version of the event happening based on historical events, then gets specific, and then waits until you're reading BuzzFeed lists on your computer instead of listening and yells out a number. Hatch thinks that there's a 66% chance a Republican will take the White House; 90% that Assad will still run Syria by the end of 2016; 20% that the U.S. will ratify the Trans-Pacific Partnership by the presidential election; and 70% on that euro thing.

WHEN I TOLD HIM and Tetlock that the problem with these predictions is that no one cares, Tetlock said, "That's one of the unfortunate paradoxes. There's an inverse relation between fame and accuracy." This seemed like an eternal truth, along with the fact that no one ever dreams of being rich and accurate. So I am abandoning all hope of being super, and I'm forging ahead with my attempts to join the growing group of people well known for being stupid.

Here forthwith then are my usual outrageous, unresearched predictions with vague verbiage: In 2016 we will give up a lot of our privacy. Turmoil will roil the Middle East. Kim Kardashian and Kanye West will break up and then, in separate elaborate ceremonies, marry themselves. And I will have 1,000 times as many social-media followers as Philip Tetlock and Warren Hatch combined. ◻

ILLUSTRATION BY MARTIN GEE FOR TIME

The not-yet-news quiz

PRACTICE YOUR PUNDITRY BY
PREDICTING 2016'S BIGGEST EVENTS

1 *The unexpected fortunate event of 2016 will be:*

a) North Korea makes a genuine bid for reunification with the South

b) Median U.S. wages start to grow after decades of stagnation

c) Abu Bakr al-Baghdadi is killed by an aerial drone, followed by the collapse of ISIS

d) All parties ratify the Trans-Pacific Partnership, giving a boost to markets

2 *The unexpected unfortunate event of 2016 will be:*

a) China takes Second Thomas Shoal from the Philippines, triggering conflict in the South China Sea

b) The House of Saud loses control of Saudi Arabia

c) Iraq ceases to exist as a nation-state

d) Euro-zone extremists rise in popularity by linking the refugee crisis to disappointing economic performance

3 *The surge in domestic terrorism threats will lead to:*

a) A nationwide rise in concealed-carry permits

b) Donald Trump's call to block computer access for any resident on the terrorist watch list

c) Congress reinstating the NSA's controversial metadata program

d) The feds hacking WhatsApp

4 *The chief consequence of low oil prices will be:*

a) Carbon goals around the world are harder to attain

b) A surge in RV sales as retiring baby boomers hit the road

c) Leaders in oil-rich Venezuela and Nigeria are toppled from power

d) Oil prices fly back up

5 *Which commodity will be out of reach for most people in 2016?*

a) Homes in Silicon Valley, scooped up by Chinese buyers looking for a safe investment

b) Lithium deposits in northern Nevada, because of booming electric-car and hoverboard sales

c) Shares in Uber, when the company goes public

d) Condos in Miami, for the third year in a row

6 *Under Paul Ryan and Mitch McConnell, Congress will curtail tax breaks for:*

a) Business expenses associated with running a marijuana dispensary

b) Home solar-power arrays

c) Second-home mortgage interest

d) Free gourmet lunches at Bay Area tech companies

7 *Hillary Clinton will choose as her running mate:*

a) Vermont's Bernie Sanders, to keep the peace in her party

b) Virginia's Tim Kaine, in part because he speaks Spanish

c) Minnesota's Amy Klobuchar, to double down on history

d) Vice President Joe Biden, because he would not need to move

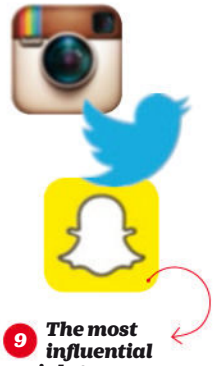
8 *Republicans will nominate:*

a) Texas' Ted Cruz, after he sweeps every Southern primary

b) Marco Rubio, after Sheldon Adelson drops millions on the Florida Senator

c) New Jersey's Chris Christie, because "I don't know how the President hugs because I've never hugged him. All I've ever done with Barack Obama is shake his hand."

d) Donald Trump, on the third ballot at the Cleveland convention



9 *The most influential social streams will belong to:*

a) Jennifer Lawrence's and Amy Schumer's Twitter feeds, after they decide staging a BFF breakup is better for their personal brands

b) Bernie Sanders' Snapchat, where the revolution expires after 10 seconds

c) @Pontifex, after Pope Francis learns how to use the word *bae* properly

d) Saint West's Instagram, which is locked so Kim and Kanye can't see his selfies

10 *The most outstanding sports performance of 2016 will belong to:*

a) The Chicago Cubs, who win their first World Series since 1908 and finally end the Curse of the Billy Goat

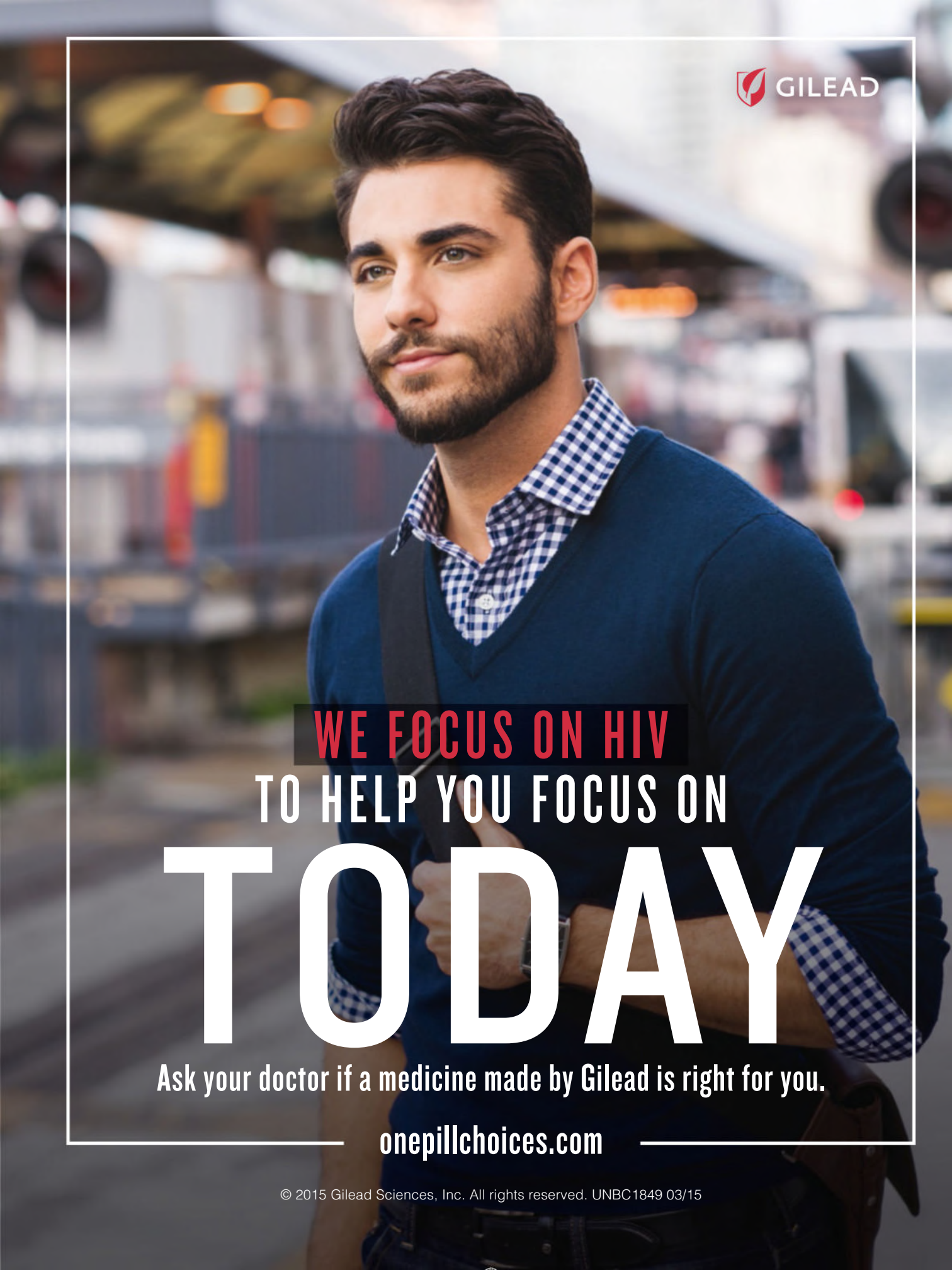
b) LeBron James, who helps the Cavaliers capture the NBA Finals, Cleveland's first pro sports championship in 52 years

c) Serena Williams, achieving what narrowly eluded her in 2015: the calendar-year Grand Slam

d) Usain Bolt, for breaking his own world-record time in the 100 m, in his final Olympic Games

GETTY IMAGES (13); INSTAGRAM; SNAPCHAT; TWITTER

EDITORS' PREDICTIONS: 1. D; 2. C; 3. A; 4. A; 5. B; 6. D; 7. B; 8. A; 9. D; 10. D



© 2015 Gilead Sciences, Inc. All rights reserved. UNBC1849 03/15

GOING OUT IN STYLE
THE FINAL SEASON
DOWNTON ABBEY
MASTERPIECE SUN JAN 3 9/8c
Be more PBS
Funding for MASTERPIECE is provided by
VIKING RIVER CRUISES
audible
THE MASTERPIECE TRUST
A Carnival Films/Masterpiece Co-Production
pbs.org/downton
#DowntonPBS